

مکتبہ اسلامیہ



FINANCIAL TIMES

ALASKA Implications of the oil disaster Page 15 D 8523A

No.30,811

Thursday April 6 1989

World News

Gorbachev looks for UK support on arms cuts

Mikhail Gorbachev, Soviet leader, is looking for the support of Mrs Margaret Thatcher, UK Prime Minister, during his visit to Britain...

Vietnam withdrawal

Vietnam announced it would withdraw all its troops from Kampuchea by the end of September...

Kosovo chief quits

Renzi Koligeci, President of Yugoslavia's troubled southern province of Kosovo resigned, citing his "collective and personal responsibility for the situation in the province."

Haiti emergency

Haitian leader General Prosper Avril declared a nationwide state of emergency after soldiers from the Dessalines Battalion called on him to resign as President.

Palmeo man charged

A 42-year-old Swede is to be charged with the murder of Mr Olof Palme, former Prime Minister who was shot dead on a Stockholm street three years ago.

Boost for Gadafi

Soviet Union has sold Libya advanced fighter-bombers jets which give Colonel Muammar Gadafi's government the greater capability to strike long-range targets in the Middle East...

Bonn recalls envoy

West Germany recalled its ambassador to Bucharest in its sharpest reaction yet against human rights violations in Romania.

Argentina devalues

Argentina's new economic team devalued the austral by 21 per cent, introducing an official fixed rate of 20 australs to the US dollar for 15.5.

Beirut gun duels

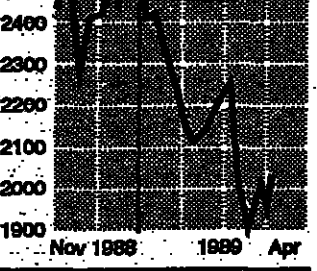
Syrian and Christian forces continued their artillery duels in the Lebanese capital Beirut, increasing the death toll in the latest outbreak of fighting to more than 130.

Business Summary

Brussels seeks strict car exhaust standards

ALL CARS sold in the EC should conform to tough US-style controls on exhaust pollution from 1993, European Commission proposed...

ALUMINIUM



Cash price (\$ per tonne) 2600 2500 2400 2300 2200 2100 2000 1900 Nov 1988 1989 Apr

RASF, leading West German chemicals group, saw group pre-tax profits soar by 44 per cent to DM5.73bn (\$7.01bn) last year.

ALIANZ, Europe's biggest insurance group, took further step in its European expansion strategy by buying a 51 per cent stake in Ecros de Seguros y Reaseguros, middle-ranking Spanish insurer.

PIRELLI group, of Italy, unveiled details of plan to live off its operations and transfer them into Dutch-registered holding company expected to buy 25.2bn shares, making Pirelli's fifth largest tyre maker.

NATIONALMECHANICAL, Netherlands' biggest insurance company, increased 1988 earnings by 12 per cent but Amey, third largest insurer, posted a 5.5 per cent fall.

MINIBOND, South African-controlled investment group, revealed it already has several potential buyers for the substantial shareholdings in Gold Fields of SA, Norwood Mining, and Consolidated It would acquire if its 23.2bn (\$5.3bn) bid for Consolidated Gold Fields of the UK was successful.

VOLVO, Swedish carmaker, is making emergency plans to move large parts of its production to the European Community if Sweden is discriminated against in future EC rules.

RENAULT Track Industries, UK subsidiary of Renault Vehicules Industriels, French commercial vehicle division, aims to break even this year after eight years of losses.

LIBERALISATION of the Japanese Government bond market advanced with the launch of a US-style auction for 10 year bonds.

JAPAN intends to extend for another year voluntary curbs on car exports to the European Community.

CREATION of a common Nordic Stock Exchange was firmly rejected by the stock exchange heads of Sweden, Denmark, Norway and Finland.

Gift disclosures drag Takeshita deeper into Recruit quagmire

By Stefan Wagstyl in Tokyo

MR Noboru Takeshita, the Japanese Prime Minister, was yesterday fighting for his political future after fresh disclosures about financial support he received from Recruit, the company at the centre of a widespread financial scandal.

Nakasono as Prime Minister. The disclosures prompted opposition politicians to renew calls for the Prime Minister's resignation and for a general election. Mr Takeshita's standing in the opinion polls has dropped to an all-time low for a post-war Japanese Premier.

mid-1980s, began to greatly increase its support for Mr Takeshita when it appeared in 1987 that Mr Nakasono was on the way out. The disclosures are likely to undermine Mr Takeshita's attempts to distance himself from the scandal on the grounds that most of Recruit's alleged attempts to bribe leading politicians, civil servants and businessmen took place during Mr Nakasono's administration.

form of cut-price stock in its property affiliate Recruit Cosmos in 1986. Among the recipients was one of Mr Takeshita's aides. Thirteen people have since been arrested on bribery charges and three cabinet ministers have been forced to resign.

money was received before the controversial sales of Recruit Cosmos stock became public. This, said Mr Takeshita's supporters, was the Prime Minister apart from former Cabinet ministers who resigned because they continued to receive cash donations from Recruit after the scandal erupted.



Takeshita: fighting

Solidarity legalised in pact with government

By Christopher Robinson in Warsaw

POLAND'S Solidarity trade union is to be legalised and the first democratic elections since the Second World War will be held under a historic pact concluded yesterday between the independent union and the Government.

FALL AND RISE OF SOLIDARITY. Gen Wojciech Jaruzelski described the process by which the pact had been reached as a move towards "socialist parliamentary democracy".

nal security. But he praised the authorities for opening the negotiating dialogue and recognising that the system had to be changed. Gen Czeslaw Kiszczak, the Interior Minister, who chaired the round-table talks and played a crucial role in keeping the conference going, admitted that Poland's system of government would have to be changed. But he also warned against precipitate reforms.

The deal, which will end the ban imposed on the union in 1981, was agreed at a televised session of the round-table conference which has brought together representatives of the Government, Solidarity and the official union OPZZ, in Warsaw for nine weeks of meetings.

1980: Solidarity recognised under Lech Walesa (above). Strikes begin. 1981: Martial law and ban on Solidarity. 1982: The right to strike is curbed. 1983: Lech Walesa wins the Nobel prize. 1983-1984: Solidarity continues underground but membership dwindles. 1985: Solidarity invited to join consultative council. 1988: Signals readiness to accept new law; Gdansk shipyard closure announced; Walesa threatens resignation. 1989: Solidarity joins Round-Table talks.

The round-table agreement marks the legalisation of three organisations which, until now, have been banned: Solidarity, Farmers' Solidarity, and the Independent Students' Union. In return Solidarity has promised not to boycott national elections in June.

Agreement came after an eleventh-hour hitch on the question of wage indexation. Mr Alfred Miodowicz, leader of the official union, initiated the pact despite sticking to the OPZZ's demand for 100 per cent indexation of wages to price rises. Solidarity and the Government had agreed a 30 per cent linkage.

Mr Lech Walesa, the Solidarity leader, said: "I think that the round-table talks can become the beginning of the road to democracy and a free Poland, and hence we seek with boldness and hope into the future."

Political observers say they will accept 38 per cent of the seats although their coalition with allied groups will have a 65 per cent majority.

The deal includes what Solidarity calls a new "infrastructure of democracy" - more independence for judges, some access for the opposition to the media, liberalisation of the right to form associations and political clubs, and an official pledge to establish local government independence.

Mr Walesa warned that his movement was interested in seeing concrete reform and not just hearing the "beautiful" words which the authorities had been accustomed to uttering in the past.

Under the agreement, Parliament is to create a senate and the office of a President, who should be Gen Jaruzelski, the Communist Party leader.

Mr Walesa said that his movement was interested in seeing concrete reform and not just hearing the "beautiful" words which the authorities had been accustomed to uttering in the past.

Mr Walesa said that his movement was interested in seeing concrete reform and not just hearing the "beautiful" words which the authorities had been accustomed to uttering in the past.

Mr Walesa said that his movement was interested in seeing concrete reform and not just hearing the "beautiful" words which the authorities had been accustomed to uttering in the past.

Gatt nears agreement on terms for agricultural trade reform

By Peter Montagnon and William Dullforce in Geneva

THE General Agreement on Tariffs and Trade is "near agreement" on the terms for negotiating reform of world trade in agriculture, Mr Arthur Dunkel, its Director General said yesterday.

Delegates said considerable progress had now been made in defining long-term goals for farm reform. None the less, they added, they were facing a tough struggle to persuade the European Community to drop two demands which could still designate the farm talks.

alter its position on the freeze. This would have to be in line with emboury and could not take place before tomorrow, delaying the talks here.

His statement to the formal opening of this week's talks designed to restore momentum to the Uruguay Round of multilateral trade negotiations was his most optimistic yet over the prospects for agreement.

The talks follow the statements reached in Montreal in December when the European Community and the US clashed bitterly over long-term objectives for farm reform.

However, the EC was growing isolated yesterday, with both the US and the 13-nation Cairns group of independent farm producers saying they could not accept its rebalancing concept or the aggregate measure of support mechanism for implementing the freeze.

Their formal opening yesterday was adjourned after less than an hour to allow intensive discussions on agriculture to resume in the hope of an early breakthrough which would leave untouched products of key interest to them such as fruit and vegetables.

Some European delegates said it might be necessary to call a meeting of their 13 farm ministers before the EC could

call a meeting of their 13 farm ministers before the EC could

MARKETS table with columns for NY, London, Frankfurt, etc. and rows for various indices and currencies.

STOCK INDICES table with columns for New York, Dow Jones, S&P Comp, etc. and rows for various stock indices.

CONTENTS table listing various articles and their page numbers.

Table listing various international news items and their page numbers.

Advertisement for ANZ (Australia and New Zealand) WorldWide bank, featuring text in multiple languages and contact information.

EUROPEAN NEWS

Leningrad party leaders seek to explain defeats at the polls

By John Lloyd in Moscow
LENINGRAD'S Communist Party leadership, seeking to pull itself together after many of its senior figures were defeated in elections last month to the East Soviet parliament, has blamed public frustration with poor housing, lack of consumer goods, a deteriorating environment and rising crime for their humiliation at the polls.

politburo. He failed to be elected, together with Leningrad's mayor and deputy mayor, the first secretary of the city party and Mr Solov'yev's own deputy.
Yesterday's report of the meeting included no mention of calls for his or other resignations, or of criticism of him - though some influential voices are now calling for that.

THIRTY-THREE years after Mr Nikita Khrushchev denounced Stalin as a tyrant, the former Soviet leader's "secret speech" to the 20th Communist Party Congress has finally been published in Moscow, Reuter reports. Soviet television announced yesterday that the speech was in the latest edition of the monthly News of the Central Committee of the Communist Party of the Soviet Union. Publication of the speech by Khrushchev, who died in 1971, seven years after being removed from power in a Kremlin coup, had been widely expected.

ies which had not always been up to the standards required by perestroika.
In this situation, many party activists proved unable to conduct a keen political discus-

sion." Speakers stressed that reliance on the "administrator by command" style of party work were still making themselves felt.
Figures on the results

released yesterday by the Central Electoral Commission confirmed that the new parliament will be largely dominated by the Communist party, whose members make up 87.6 per cent of delegates.
However, many of the remaining 12.4 per cent appear to be staunchly independent souls who have defected party nominees - while among the party delegates are individuals who ran against favoured party candidates.
The new parliament will also be dominated by men (82.9 per cent) and by white-collar work-

ers - only 16.6 per cent are workers and 11.2 per cent collective farm workers.
Of the 2,250 seats, 222 remain unfilled because no candidate won more than 50 per cent of the vote. These consist of 160 from the territorial constituencies, 114 from the national constituencies and 48 from the various public organisations - everything from the Communist party to the Society of Stamp Collectors - with the right to put up candidates.
In those constituencies where more than two candidates stood and none got 50 per

cent, a run-off will be held this Sunday between the top two. In those where one or two candidates stood and no candidate achieved 50 per cent, an election with new candidates will take place on May 14.
The turnout was high by most Western standards: 90 per cent of the 192m electorate voted. The lowest turnout, any region was in Armenia, 71.1 per cent, followed by the three Baltic republics of Estonia, Latvia and Lithuania, probably reflecting abstentions in areas which have shown most opposition to Moscow.

Swede to be charged with murder of Palme

By Sara Webb in Stockholm

A 42-YEAR-OLD Swede is to be charged with the murder of Mr Olof Palme, the former Prime Minister who was shot dead on a Stockholm street three years ago and whose murder hunt has been dogged by one fiasco after another.

Prosecutors said they will file formal charges against Mr Carl-Gustav Christer Pettersson probably in the next few days. They say they have strong circumstantial evidence against him, although they have taken several months to prepare their case.

Several witnesses claim to have seen Mr Pettersson in the area on the night of the murder, and Mrs Lisbet Palme, the Prime Minister's widow, later identified Mr Pettersson from a video line-up.

Mr Pettersson has been held in solitary confinement at a detention centre since late December. He denies murdering the Prime Minister and says he spent the night in a nearby gambling den.

Serbs urged to settle in Kosovo

By Judy Dempsey in Vienna

THE BELGRADE authorities are offering incentives to Serbs to settle in Kosovo, in a desperate attempt to restore the ethnic balance in Yugoslavia's southern province.

Serbs from the Serbian republic are being offered housing, high wages and other benefits if they move to the province, which last week was engulfed in bitter battles between the police and the ethnic Albanian majority.

The violence, which has already claimed the lives of 24 people, was provoked following changes to the constitution of Serbia which now gives the republic greater control over the running of Kosovo.

The thousands of Serbs, Montenegrins and even ethnic Albanians have left the province over the past few years, largely for economic reasons.

As a result, the migration of the minorities has nearly turned the province into a homogeneous region. The ethnic Albanians, the majority of whom are Muslim, now make up 90 per cent of the population. Efforts at what is termed "recolonising" Kosovo by the Serbs, many of whom were not allowed to return to the region after the Second World War, are thought to be slim, given the high levels of unemployment and deep resentment from among the ethnic Albanians with the way in which Mr Slobodan Milosevic, Serbia's powerful party leader, has run rough-shod over their constitutional rights.

French military links with Moscow resume

France has resumed military contacts with the Soviet Union, Mr Jean-Pierre Chevènement, the country's Defence Minister, said yesterday, Reuter reports.

But he said that differences had punctuated his talks with Soviet officials. He told a news conference that Soviet and French officials had agreed on an agreement during his five-day visit on exchanging visits of officers, ships, military journalists and medical personnel. Modest military contacts were halted in 1980 as part of the West's condemnation of the Soviet invasion of Afghanistan.

Greek left wing issues manifesto

The newly-founded Greek Left Coalition yesterday announced a 20-page manifesto, stressing the new image with which it intends to launch its pre-election campaign, AP reports from Athens.

The coalition said it seeks to break the harsh language of previous communist party programmes while moulding a more "realistic" outlook on life.

Founded in January, the coalition links the Moscow-orientated Marxist Communist Party (KKK) and the Eurocommunist Greek Left (EAR).

Swedish nervousness on EC single market

By Robert Taylor in Stockholm

SWEDISH INDUSTRY is in a mood of uncertainty and apprehension about the impact on its activities of the economic integration of the European Community by the end 1992, the country's most powerful industrialist, Mr Peter Wallenberg, admitted yesterday.

He suggested to a conference on the future of Europe that companies were so concerned about their future trading within the EC that the current trend of increasing Swedish investments and company acquisitions was likely to continue for reasons of self-protection. Companies had no clear idea of the exact shape and form of Sweden's relations with the EC in the 1990s.

Mr Wallenberg also warned that Sweden stood "the clear risk of falling behind in the economic development" if employers did not have access to the EC's internal market "without discrimination".

While admitting that he had "no practical solution" for the troubles of Swedish industry, he did express some scepticism about the possibilities of

strengthening the European Free Trade Association as a second pillar in Europe as suggested by Mr Jacques Delors, the European Commission president in January and acted upon at the recent Efta summit conference in Oslo.

"There is always a risk when you try to pull together countries with clearly different ambitions in the different economic fields, that the rule of the lowest common denominator will apply," he said.

Volvo, the Swedish car-maker, is making plans to move large parts of its production to the EC if Sweden is discriminated against in future EC rules, AP-DJ reports from Oslo.

"If we, as a Swedish company, lose too much on being treated as outside the EC, Volvo must naturally take the consequences and become an EC company," said Mr Krister Goeransson, the head of Volvo's information office. Volvo car and truck divisions export 36 per cent and 41 per cent respectively of their production to the EC.

Aid blocked for regions hit by shipyard closures

By William Dawkins

EUROPEAN COMMUNITY governments yesterday gave the initial go-ahead to three sets of common standards for health and safety at work.

West Germany, France and the Netherlands blocked a Commission plan, at a meeting of social affairs ministers, to set aside Ecu200m (E150m) over the two years to 1990 to boost jobs in regions hit by shipbuilding closures. The cash would assist small businesses and help attract risk capital.

Spain and Portugal would be the main beneficiaries of such a scheme, blocked by its three

opponents on the grounds that shipyard closure areas were already being helped by the EC's social and regional funds.

As expected, member states agreed on common rules for the design of safe offices and factories, the safe use of engineering equipment, and the use of protective clothes. They now go to the European Parliament before returning to ministers for final adoption.

Mrs Vasso Papanetrou, the social affairs commissioner, opened a discussion on Brussels' ambitions for a charter of fundamental social rights.

EC seeks earlier common frequency for radio pagers

By David Buchan in Brussels

THE European Commission took its quest for better cross-frontier communication a step further yesterday by asking EC member states to speed up introduction of a system allowing Europeans to "bleep" each other on a single radio frequency.

The Commission wants all EC states to start introducing in January 1992 the European Radio Messaging System (ERMES). Under present arrangements negotiated in CEPT, the European grouping of telecommunications authorities, introduction of ERMES in the 12 EC states will be staggered between 1991 and 1995.

A major technical reason for this staggered timetable, says the Commission, is that some EC states are now introducing intermediary "bleeper" systems on 463 MHz on the UHF wave band. The Commission says that on the sound of the UK, which among EC states echoes most to the sound of "bleepers", this UHF channel will be saturated before 1991.

Therefore, the Commission argues, all EC states should go straight in three years' time to the ERMES system on a 169.4-169.8 MHz frequency, said by CEPT to be adequate for the traffic.

Bonn pulls out envoy to Romania

By Leslie Collett

WEST GERMANY yesterday recalled its ambassador to Bucharest in its sharpest reaction yet against human rights violations in Romania. Earlier this week the Romanian ambassador in London was withdrawn in protest at Britain's alleged "anti-Romanian policy".

The two moves highlight the growing isolation from the West of President Nicolae Ceausescu.

The Bonn Foreign Ministry said Dr Klaus Terltoth, the ambassador, was recalled yesterday. He was refused access by the security police last Monday to a prominent Romanian dissident.

A session of the West German-Romanian Joint Economic Commission was also postponed by Bonn which is the East European country's most important Western trading partner.

The messages follow mounting criticism of Romania's human rights record by Western countries. West Germany, however, softened its criticism out of fear for the nearly 200,000 ethnic Germans in Romania.

An average of 14,000 ethnic emigrants are being brought out each month in exchange for West German payments.

Dr Terltoth had attempted to deliver a letter from Mr Hans-Dietrich Genscher, the West German Foreign Minister, to Mr Corneliu Manescu, a former Romanian Foreign Minister and ex-president of the UN General Assembly.

Mr Manescu was one of six former senior officials who sent an extraordinary open letter last month to Mr Ceausescu. It accused Mr Ceausescu of violating human rights and wrecking the economy.

The signatories attacked the President's plan to urbanise thousands of villages when he was unable to provide "heat, light, transport, not to speak of food," to city dwellers.

The letter expressed "deep concern" about Romania's rapidly deteriorating international reputation and growing isolation. It called Mr Manescu to halt the village razing plan, to restore human rights and stop food exports which were threatening the nation's "biological existence".

Britain protested last January to Romania when its ambassador, Mr Hugh Armstrong, was manhandled by the security police as he tried to deliver a letter to a prominent dissident, Mrs Dolna Cornea.

The French ambassador was also recalled last month in protest against the human rights situation in Romania. In a further step isolating Romania, the EC said recently it was suspending negotiations on a new economic co-operation agreement because of human rights violations.

Now Solidarity's difficulties begin

Christopher Bobinski on an accord that has roused little euphoria

IN CONTRAST with the heady days of August 1980, when the Solidarity movement burst on to the European political stage, there was little immediate euphoria last night as Polish television announced that the round-table talks had ended, opening the way for the banned union's return.

Mr Lech Walesa admitted at lunch yesterday, at what was probably the union steering committee's last illegal meeting: "There may not be happiness. We got what we set out to achieve which was the Solidarity independent union."

The low-key approach shows a fatigue and wariness of investing too much hope in the movement too soon, and suspicion of the compromise reached with the authorities.

It highlights the uncertainties facing Solidarity and, indeed, the country, after the past two months of talks in Warsaw. The talks have restored the union and provided an intriguing political settlement with elections planned for June, but little else.

The official OPZZ union, set up in 1982 to replace Solidarity, has also served notice it intends to fight for shopfloor support. At present it claims 7m members, many of whom are likely to drift away to Lech Walesa's camp.

Backed by party conservatives, the OPZZ leader, Mr Alfred Miodowicz, who is also in the politburo, refused a last-minute request from the General Wojciech Jaruzelski, the party leader, to accept the 60 per cent indemnity formula.

The bill now submitted to the Sejm, the lower house of the Polish parliament, has already settled

with the Government at the round-table talks. The OPZZ, by calling for 100 per cent for the conference ended, showed that it intends to bid against Solidarity on wage issues.

Meanwhile, on the political front, the agreement on elections in June immediately emboldened Solidarity in an election campaign which it is not sure it wants to take part in, or will even win. The constitutional arrangement soon to be unshrouded in law, sets up a new upper chamber - a 100-seat Senate - which will be elected in Eastern Europe's first entirely free ballot since the late 1940s.

The old Parliament remains in place, though, and here the Communist party, backed by the till now subservient official groups, the Peasant and Demo-

cratic parties, will have a guaranteed 65 per cent of the 450 seats. The other 35 per cent are up for election, again in a free ballot.

To cap it all, there is to be a President (who will be General Jaruzelski) with responsibility for the army and police as well as foreign affairs, and with powers of veto over parliamentary legislation.

The elections will be fascinating. It can be assumed that wherever people recognise the name on the ballot paper as being linked with the party establishment, they will vote against - rather as in the recent Soviet elections. Whom they will vote for is more of a problem.

The opposition is weak in the bill now submitted to the Sejm, the lower house of the Polish parliament, has already settled

trated in the cities. Also, the Solidarity leaders have still to decide whether to become involved. Some fear the consequences of being sucked into the system, especially in an election which will be partly rigged at least. Others think they should concentrate on building the union.

In the end, in large parts of the country previously apolitical, local figures, probably with the backing of the clergy, stand as good a chance as any of getting into Parliament.

Organised Solidarity groups are still too weak and will have too little time to make much of an impact.

The authorities for their part will be looking for people without much of a political record to stand as official candidates. Whoever is elected the vote against the authorities can be expected to be high.

This, coupled with an inflation rate which promises to exceed 100 per cent this year, and the uncertainties flowing from attempts by the authorities to stemming the economy, could produce a radical tide pushing Mr Walesa and his advisers to question the uneasy compromise with the authorities.

The signals that workers especially are potentially more radical than the present Solidarity leadership are already appearing. A poll carried out by the union's own unit last month among workers in Warsaw, for example, showed 85 per cent calling for fully-free elections and almost one third saying Solidarity should boycott the June elections if the state were divided up as indeed they have been.

W German jobless total may dip below 2m

By David Goodhart in Bonn

WEST GERMAN unemployment continued to fall in March and is expected to temporarily dip under 2m for the middle six months of the year. But labour market analysts see a rising trend in the early 1990s and little prospect of halting the rise in long-term unemployment which is now at 700,000.

The jobless number fell by 126,000 in March to 2,178m, down to 8.4 per cent of the workforce from 8.9 per cent in

February. In March last year 8.6 per cent of the workforce was unemployed.

The downward trend was welcomed by the Government as evidence of the success of its economic and social policies and it said 1.2m new jobs had been created since 1983.

Experts at the employers' association, the BDA, said nobody is quite sure why the numbers are now starting to sink but that it is probably a combination of the strength of

the economy, fewer women seeking work, and a statistical reform which cuts out several thousand people considered to be no longer seeking work.

The Federal Employment Office in Bonn says the RDA however are more pessimistic about medium-term developments, and officials in Nuremberg do not expect the yearly average figure for the unemployed to fall below 2m before the next century.

The trend will start rising again, perhaps as early as next year, partly because of job cuts in the automobile industry and partly because the recent influx of Aussiedler - Germans from East Bloc countries - will start to show up in the figures. Currently only 40,000 Aussiedler are registered as unemployed but that does not include the recent arrivals (300,000 last year and 300,000 expected this year) who have not yet started to look for work.

Italian civil servants strike over delayed pay talks

By John Wyles in Rome

ITALIAN GOVERNMENT officials were heavily depopulated yesterday by a national strike marking the opening of hostilities between ministers and the trade unions over civil service pay rises.

Thousands of strikers marched through Rome in protest at a late start to pay negotiations and at the Government's insistence that pay increases must be limited in real terms to 1 per cent.

The last civil service pay agreement expired eight months ago, but the Government puts most of the blame

for the delay on union tardiness in lodging pay demands.

The civil servants are feeling particularly unloved not only because of the Government's attempt to impose a pay policy of sorts, but also because of recent investigations into absenteeism.

Aware of scant public sympathy in lodging pay demands, the strikers rallied in Rome and other cities linked complaints about the Government's management of the civil service to its much more broadly unpopular raising of health service charges.

America's strategist wizards fall under East European spell

US foreign policy experts' inclination to poke their noses into the Soviet Union's backyard may be counter-productive

MIKHAIL GORBACHEV is the living contradiction of the old adage that No News is Good News. Scarcely a week passes without him hitting the headlines with some surprising and encouraging innovation.

The trouble is that Gorbachev is a Russian, and Western foreign policy makers and commentators are not entirely sure that they like him getting such enthusiastic coverage. If it comes to that, Western strategists are not really keen on any good news it puts them out of business.

Yet the uninterrupted flow of encouraging news from the East has now lasted four years, and it might be expected to have dented this perverse combination of pessimism and activism; but no. Since professional strategists do not wish to be under-employed, they invariably find ways of demonstrating that the silver lining we see is really only part of an enormous cloud.

The best example of this kind of inversion, currently favoured by strategists, is Eastern Europe: the helter-skelter process of liberalisation may look encouraging, but

really it is unstable and therefore potentially dangerous, so we need to do something.

I heard several versions of this at a multinational conference in Brussels last week-end. Edward Luttwak, heavyweight among US strategic hawks: "The Soviet threat has largely declined, but the danger is the highest it has been for decades, because the Soviet Union is disturbed and could be unstable." Or Zbigniew Brzezinski, one-time National Security Adviser to President Carter: "The patterns of change in Eastern Europe will likely be potentially quite violent... The catastrophic economic situation in East Europe could precipitate in some cases - and quite soon at that - revolutionary upheavals."

At one level, this kind of skeleton-rattling is harmless entertainment, even though it is wholly unbalanced. Of course the situation in Eastern Europe is unstable; that is not merely the inescapable consequence, it is the meaning and essence of perestroika. Therefore, of course the range of possible futures includes situations which could become dangerous. But they are not the only possible futures, nor necessarily the most probable.

What is not harmless entertainment, however, is the broad policy recommendation now being trotted out by a growing number of these American strategy wizards: that the

US must start talking with the Soviet Union to negotiate a new East-West regime to ensure that the instability of Eastern Europe does not pose a threat to world peace.

Dr Henry Kissinger, ever creative in responding to the twin imperatives of pessimism and activism, seems to have started the fashion, which has now become a stampede. As a contribution to the foreign policy review of the new Bush Administration, Dr Kissinger appears to have

The West must define the conditions which it regards as essential for an end to the Cold War, and must develop a broad policy framework to bring it about. As for the conditions, the Cold War would be over when the Berlin Wall was firmly scheduled for dismantling, and when some (even if not immediately all) Eastern European states firmly scheduled free elections. The policy framework must include a comprehensive programme of staged economic and technological assistance from the West, and a new security deal.

It is this new security deal that calls for direct quotation: "Our primary objective for European security ought to be the transformation of the Warsaw Pact from an ideological to a purely geo-political alliance, designed to maintain the status quo in Europe... What is needed is an over-arching framework of security based on the two alliances, within which peaceful political and economic change can be accommodated. "Perhaps at some point the Brezhnev doctrine could yield to a joint East-West statement, formally affirming the role of the two alliances in the maintenance of European stability, and explicitly excluding the use of either alliance for the imposition of any particular ideological orthodoxy on its members."

More modest versions of the urge to Do Something About Eastern

Europe are spreading like a virus to every corner of the foreign policy establishment. Take Manfred Wörner, Secretary General of Nato, at last weekend's Brussels conference: "And, of course, we have to discuss the future of Eastern Europe with the Soviet Union..." Or former President Richard Nixon, in the latest issue of Foreign Affairs: "The US should put Eastern Europe on the US-Soviet agenda." But in both cases the infection is mild and probably short-lived.

The Kissinger-Brzezinski version of the bug, by contrast, is virulent and dangerous. The US cannot negotiate a new geo-political arrangement with Moscow which will stabilise Eastern Europe, and it should not try. Washington cannot guarantee that West Germany will remain in Nato, and any attempt to do so would only stimulate the Germans to make for the nearest exit. Conversely, no US-Soviet deal could insure against a dangerous explosion in Eastern Europe, let alone guarantee that the Russians would not, in the last resort, use military force to repress it.

Insofar as we need an East-West agreement on the geopolitical framework of Europe, East and West, it already exists; it is called the Helsinki Act. If a dangerous explosion were to erupt in Eastern Europe, it would be the result of serious errors by the Russians and the East Euro-

peans; but that is not something we can legislate against. Above all, it would be politically catastrophic for the US to do or say anything which appeared to endorse the legitimacy of the Warsaw Pact under Russian hegemony. They created the problem, let them solve it.

As a matter of fact, a re-run of Hungary's 1956 rebellion against the Warsaw Pact is rather unlikely. Gorbachev's headlong pursuit of détente and disarmament reduces the sense of East-West military conflict, and thus the yoke of the Warsaw Pact; moreover, Gorbachev has given the Hungarians carte blanche to do virtually anything they want provided they do not leave the Warsaw Pact. Does Dr Brzezinski think that the Hungarians now to be re-ignited?

Of course we should talk to the Russians, on any and every subject. But there is no geo-strategic deal to be cut on Eastern Europe, and we should not try. The paradox is that our most powerful influence on the evolution of Eastern Europe is exerted by being there and expressing its values. The Western system suffers from many defects: political, economic, social, cultural; but in every respect it provides the benchmark which measures the depth of the Soviet failure. And the standard they will use is the benchmark of Western Europe, not that of the United States.

IAN DAVIDSON ON EUROPE

suggested a new political deal, whereby the Soviet Union would loosen its grip on Eastern Europe, and the West would undertake not to exploit the situation to threaten Soviet security.

The full details of the Kissinger plan have not been published; but his presentation evidently impressed James Baker, US Secretary of State. He told the New York Times ten days ago that the proposal was worthy of consideration because it had elements of "great appeal".

Dr Brzezinski has a remarkably similar plan for containing the dangers he sees in Eastern Europe's potentially unstable situation, and he laid it out in a speech to the conference as follows.

FINANCIAL TIMES
Published by the Financial Times (Europe) Ltd., 10, Abchurch Lane, London EC4N 3DF, England. Registered in England. No. 109040. Telephone 01-562 1234.
Subscription rates: Single copies 5p. Annual subscription (including postage) £35.00 per annum. Second class postage paid at New York, NY, and at additional mailing offices. POSTMASTER: Send address changes to: FINANCIAL TIMES, 16 East 69th Street, New York, NY 10022.
FINANCIAL TIMES, USPS No. 109040, published daily except Sundays and holidays. US subscription rates: \$35.00 per annum. Second class postage paid at New York, NY, and at additional mailing offices. POSTMASTER: Send address changes to: FINANCIAL TIMES, 16 East 69th Street, New York, NY 10022.
Financial Times (Scandinavia) Ltd., Söndergade 44, DK-1100 Copenhagen K, Denmark. Telephone (01) 13 45 41. Fax (01) 935335.

AMERICAN NEWS

US concern over Libyan advanced fighter deal

By Lionel Barber in Washington

THE Soviet Union has sold Libya advanced fighter-bomber jets which give Colonel Muammar Gaddafi's government far greater capability to strike long-range targets in the Middle East, including Israel, US officials said yesterday.

The Soviet sale of between 12 and 15 Sukhoi-24D fighters to Libya raises questions about Moscow's willingness to play a constructive role in the Middle East and other sensitive regions, the officials said.

The Soviet arms sale was first reported in the New York Times yesterday and came as Mr Mikhail Gorbachev, the Soviet leader, was due to arrive in London for talks with Mrs Margaret Thatcher, the British Prime Minister. The timing of the official US disclosure appeared calculated to cast a shadow over the meeting, diplomats in Washington said.

The US and UK share the view that Col Gaddafi's government sponsors international terrorism. In April 1986 Mrs Thatcher approved the use of UK-based US F-111 bombers to strike at Tripoli in retaliation for the alleged Libyan role in terrorist incidents in Europe.

The Soviet deal involves the sale of up to 15 SU-24 bombers which have an unrefuelled flight radius of more than 800 miles. The Soviet Union has also agreed to refit a Libyan transport aircraft so it can be used as an aerial refuelling aircraft and they have offered to train Libyan pilots.

US intelligence, using eavesdropping and satellite photography, picked up the delivery of six SU-24s from Novosibirsk in Siberia to the Umm Atiqah airfield in Libya aboard an Antonov-22, the New York Times reported.

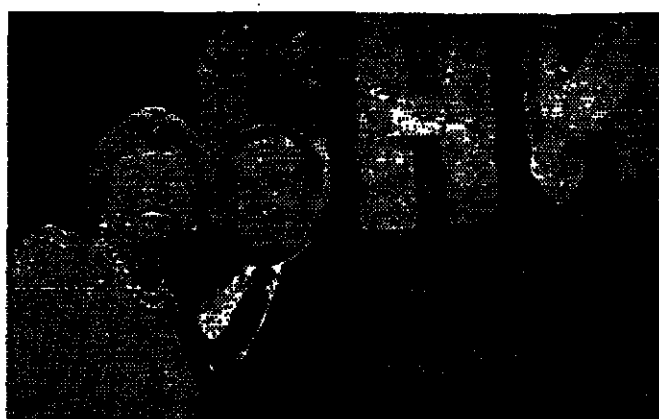
The Bush administration has voiced concern about the arms race in the Middle East. Mr James Baker, US Secretary of State, is expected to raise the Soviet bomber sale when he meets Mr Eduard Shevardnadze, the Soviet Foreign Minister, next month in Moscow.

The US disclosure also coincided with the arrival in Washington of Mr Yitzhak Shamir, the Israeli Prime Minister. Yesterday US officials stressed the threat to Israel posed by the SU-24s, which are more advanced than Libya's Mirage fighter bombers and Soviet-made TU-22s. The move is likely to be appreciated by Mr Shamir who is under pressure to produce "new ideas" on restarting the Middle East peace process.

Easy win for Daley in Chicago

MR Richard M. Daley - eldest son of the Democratic Boss who ruled Chicago for 21 years - was elected mayor of Chicago in a landslide victory which broke six years of black control of City Hall, writes Lionel Barber.

Mr Daley, pictured right with his wife Maggie, beat Mr Tim Evans, his chief rival and a black Alderman, by a margin of almost 15 per cent. Mr Eddie "Fast Eddie" Vrdolyak, the Republican nominee, won only 4 per cent of the vote.



The Daley victory means Chicago - the third largest US city and a Mid-West stronghold - remains under Democratic party control. The Republican party suffered a further setback in Alabama when their candidate Mr John Rice was trounced by a Democrat, Mr Glen Browder, in the race to fill a vacant Congressional seat.

Air Jamaica fined after drug find

By Peter Riddell, US Editor in Washington

THE US Customs Service has ordered Air Jamaica to pay a fine of up to \$28.5m after finding nearly two tons of marijuana on a shipment carried by one of its aircraft.

Customs inspectors found the marijuana in a shipment of clothing after an Air Jamaica Airbus A-300 landed on Saturday at Miami on a flight from Montego Bay. The aircraft has been impounded until the airline provides letters of credit to pay the required penalties. A Customs official said he was surprised Air Jamaica had not discovered

the drug because of the odour given off by such a large shipment.

The US Customs Service and Mr William Von Raab, its commissioner, have recently been publishing their efforts to pursue drug smugglers as part of their case for increased funding.

A US Customs official said yesterday that the seizure reflected the service's view that "Air Jamaica did not exercise the highest degree of care or diligence in preventing the use of its aircraft in the conveyance of illegal drugs".

The fine is one of the largest imposed on an airline. While in the past such fines have been reduced in negotiations with the US Customs, an official said yesterday that "because of the number of times we've found drugs on Air Jamaica planes we're determined to get a fair piece of that money".

Since 1980 customs inspectors have made 130 marijuana seizures on Air Jamaica aircraft. The US Customs operates a fixed penalty scale on drugs found on airlines of \$500 per ounce of marijuana and \$1,000 per ounce of cocaine.

Peronists gain a liberal economist

Gary Mead on the Argentine with his sights set on a ministry

HISTORY adores repeating itself in Argentina, and this week it has turned the handle once more following the resignation of the Mr Juan Sourrouille, the economy minister, and the most senior members of President Raul Alfonsin's economic team.

Argentina has a crop of highly talented economists capable of taking Mr Sourrouille's place. One of the most respected is Mr Domingo Felipe Cavallo, but he would probably come lower on Mr Alfonsin's list of candidates than the most junior messenger boy at the Economic Ministry.

Such an oversight is, on the surface, surprising. Mr Cavallo has good relations with international financial institutions such as the World Bank. He is also a former president of Argentina's central bank, and holds a doctorate from Harvard and his native Cordoba University.

But President Alfonsin's followers loathe Mr Cavallo, and have demonstrated that sentiment by a campaign of public sniping verging on the abusive.

Mr Cavallo has done the unthinkable and put his free market philosophy and liberalising ideas at the service of the opposition Peronist party. They make an odd couple. At 43 and currently a national deputy in the Argentine Con-

gress, Mr Cavallo is as far removed from the 1970s' image of authoritarian Peronism as anyone might imagine.

The Peronist presidential candidate is Syrian-descended Mr Carlos Saul Menem. His image abroad is little better than a mullah in mufti. At home he frightens the upper class, whose rich life-style is a traditional target of Peronism.

Although Mr Menem has yet to nominate prospective ministerial candidates, Mr Cavallo leads the field to become the new Peronist Economy Minister, if Mr Menem wins the May 14 presidential election.

Mr Cavallo wins not just because he has an image comforting to middle and upper class Argentines. It seems possible, at long last, that Peronism might be prepared to put Argentina's economic house in order, if it forms the next government.



Domingo Felipe Cavallo

He recognises that the necessity of clearing the dead wood from Argentina's public sector may entail unemployment.

There are many squalls on the horizon before either Mr Menem wins, or takes office in

December, or appoints his cabinet. But if fate smiles on Peronism and Mr Cavallo, what will he say to Mr Menem on May 15?

"If Carlos Menem wins on May 14 my advice will be to immediately start preparing a complete and accurate budget for 1990, which is then discussed in Congress. Perhaps people will be surprised to learn that habitually in Argentina there are no budgets passed in a completely realistic time and form.

"We have an economy which, having exaggerated control over the private sector has achieved that sector's setback."

December, or appoints his cabinet. But if fate smiles on Peronism and Mr Cavallo, what will he say to Mr Menem on May 15?

"If Carlos Menem wins on May 14 my advice will be to immediately start preparing a complete and accurate budget for 1990, which is then discussed in Congress. Perhaps people will be surprised to learn that habitually in Argentina there are no budgets passed in a completely realistic time and form.

"We have an economy which, having exaggerated control over the private sector has achieved that sector's setback."

Haitian leader faces new army challenge

THREE days after a coup was narrowly averted, Haiti was yesterday again in turmoil after soldiers from the Dessalines Battalion called on General Prosper Avril to resign as President. Reuters reports from Port-au-Prince.

This followed an apparent coup attempt during the night by the Dessalines, according to sources close to the army.

Schools and shops in the capital Port-au-Prince closed after the soldiers' message was broadcast on independent Radio Metropole. Four tanks belonging to the Presidential Guard were wheeled into position in front of the palace after the radio statement, eyewitnesses said.

The Dessalines Battalion has until recently been considered the top military unit in Haiti. High officials said that under Gen Avril the Presidential Guard has been given extra privileges such as higher pay.

Last Sunday Gen Avril failed a coup attempt by members of the Leopards Battalion. The three leaders were expelled to the Dominican Republic on Monday.

Bush unveils measures to improve school standards

By Peter Riddell

PRESIDENT Bush yesterday sought to implement his campaign pledge of being the "education President" with proposals to improve standards, particularly for children of poor parents and in inner cities.

The package, outlined by Mr Bush at a White House ceremony, will cost \$42m a year. However, it will not be additional to existing programmes but largely financed by cuts.

Critics, including teachers' unions and educational lobbyists, have argued that the planned spending on education is less than envisaged by the Reagan administration. But, in practice, the bulk of public spending on education is at a state and local level rather than federal, and the main impact of Washington programmes is to highlight best practice and assist with severe problems.

The Bush proposals increase funding for "magnet" schools of excellence, reward first-rate teachers and good schools, provide with emergency grants to fight drugs, establish a national science scholars' programme and increase federal matching grants for the endowments of black colleges. Merit grants for the best US schools will amount to \$250m.

President Bush said that the proposals being sent to Congress would make "excellence in education not just a rallying cry but a classroom reality". Alternative, and more expensive, proposals have been put forward in Congress.

Pugliese acts to calm Argentine markets

By Gary Mead in Buenos Aires

ARGENTINA'S new economic team yesterday devalued the austral by 21 per cent, introducing an officially fixed rate of 30 australes to the US dollar. Previously the official rate for the austral was 15.5.

When trading opened yesterday after a two-day official bank holiday, the free rate settled at 43 australes.

After four days of deliberation Mr Juan Pugliese, who last Friday replaced Mr Juan Sourrouille as Economy Minister, confirmed speculation of a sizeable devaluation and exchange rate adjustments.

With a presidential election scheduled for May 14, much weighs on the outcome of Mr Pugliese's new measures. He said he hoped to calm financial anxiety but added: "I cannot offer miracles." He said that "our objective is to achieve a peaceful transfer of government on December 10."

Mr Pugliese, the third Economy Minister of President Raul Alfonsin's government, has eliminated one of Argentina's exchange rates, the "special" rate introduced on February 6. The officially set rate (commencing at 20 australes to the

Bush unveils measures to improve school standards

By Peter Riddell

PRESIDENT Bush yesterday sought to implement his campaign pledge of being the "education President" with proposals to improve standards, particularly for children of poor parents and in inner cities.

The package, outlined by Mr Bush at a White House ceremony, will cost \$42m a year. However, it will not be additional to existing programmes but largely financed by cuts.

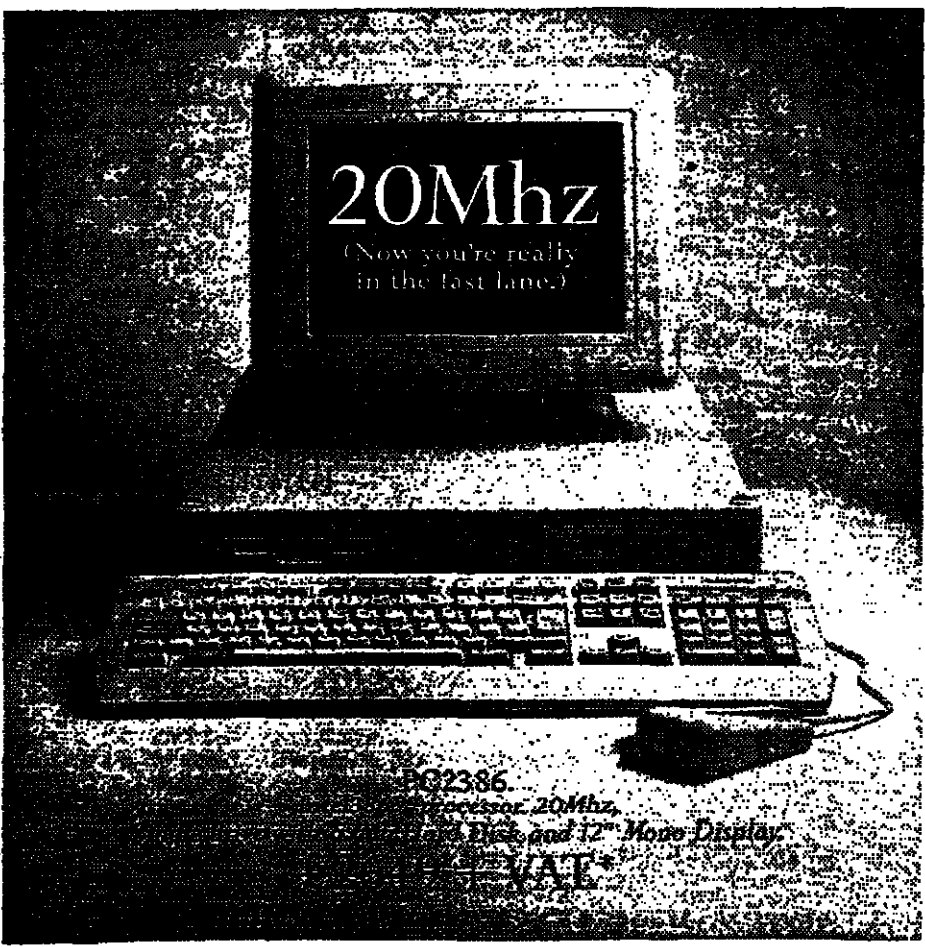
Critics, including teachers' unions and educational lobbyists, have argued that the planned spending on education is less than envisaged by the Reagan administration. But, in practice, the bulk of public spending on education is at a state and local level rather than federal, and the main impact of Washington programmes is to highlight best practice and assist with severe problems.

The Bush proposals increase funding for "magnet" schools of excellence, reward first-rate teachers and good schools, provide with emergency grants to fight drugs, establish a national science scholars' programme and increase federal matching grants for the endowments of black colleges. Merit grants for the best US schools will amount to \$250m.

President Bush said that the proposals being sent to Congress would make "excellence in education not just a rallying cry but a classroom reality". Alternative, and more expensive, proposals have been put forward in Congress.



OTHER COMPUTERS ARE A WASTE OF TIME.



When other computers are keeping you waiting, our new PC2000's are ready and waiting.

Not surprising, with clock speeds ranging from 8Mhz to 20Mhz. Our PC2386 models also have 1:1 disk interleaving which means data can be read after just 1 revolution (you would usually have to wait another 1 or 2 spins).

They even have 64K of 35ns RAM cache memory which gives you instant access to the data you use most often. And a full speed, full width bus, which speeds data around the system more efficiently.

You don't even waste time shopping around, because each model comes as a complete package, including system unit, keyboard, software, mouse and a choice of anti-glare VGA monitors.

We're also quick to point out that our 2000 Series prices start at only £599 + VAT. (So you'll have to be quick if you want one.)

Which means other computers aren't just a waste of time, they're also a waste of money.

THE AMSTRAD 2000 SERIES.

Please send me further information on the Amstrad PC2000 Series.

Name _____ Company _____

Address _____

Postcode _____ Tel: _____

Amstrad plc, PO Box 462, Brentwood, Essex CM14 4EF Telephone: (0277) 262326.

The PC2000 Series is available from Amstrad Advanced Systems Centres. PC2086 also available from Amstrad Authorised Business Dealers. *VAT inclusive prices start from £688.85 for the PC2085, £1148.85 for the PC2286 and £3046.35 for the PC2386. RRP's correct at 1.2.89 but may change without notice. Products subject to availability. All software subject to licence. Intel386 and Intel286 are trademarks of Intel Corp. The Amstrad name and logo are registered trademarks of Amstrad plc © 1989 Amstrad plc. All rights reserved.

IMF/WORLD BANK

World Bank to make early start on US debt plan

By Peter Norman, Economics Correspondent

THE World Bank and the International Monetary Fund hope for action on the US-inspired debt reduction plan "within weeks", Mr Barber Conable, the World Bank president said. After a meeting of the joint IMF-World Bank development committee, Mr Conable said the Fund and the Bank had a mandate to implement the plan.



Although some countries expressed reservations about the proposals for voluntary debt and debt service reduction supported by the IMF and World Bank, the mandate of the two Washington-based bodies was clear, said Mr Conable. A IMF-World Bank task force would meet this week to start working out details of the plan. Mr Conable said the two bodies could provide limited interest support for transactions involving debt or debt service reduction without a further meeting of member countries' finance ministers.

Meetings on Tuesday of the IMF's policy making interim committee and the development committee agreed that this controversial part of the debt proposals put forward by Mr Nicholas Brady, the US Treasury Secretary, should be examined rather than implemented straight away. This decision reflected reservations by some countries such as Britain and the Netherlands that interest support could lead to a transfer of risks from private sector creditors to taxpayers in the West.

However, Mr Conable said that approval by the boards of the IMF and World Bank would be sufficient to give the go-ahead to interest support. That means IMF and World Bank-supported economic reform programmes incorporating the idea could be implemented before the next meetings of the two organisations in September.

Mr Conable said that interest

Bankers balk at call for debt clause waivers

Stephen Fidler reports on doubts over relaxing legal constraints

AN important element of US proposals to accelerate the voluntary reduction of debt burdens in developing countries is the call for commercial banks to agree to waive legal obstacles in debt agreements.

As Mr Nicholas Brady, the US Treasury Secretary, told the Interim Committee of the IMF this week: "Legal constraints in existing bank loan agreements need to be relaxed. In particular, the negotiation of a general waiver of sharing or negative pledge clauses for each performing debtor would be important." Such waivers might have a life of three years, to stimulate debt or debt service reduction within a relatively short timeframe.

Some bankers have questioned whether, as a practical matter, such clauses could or should be waived. According to US legal experts, to take Mr Brady literally, "a general waiver" of some of these restrictive clauses would be neither practical nor desirable. This would not necessarily stand in the way of debt reduction, however.

The four restrictions which obstruct accelerated debt reduction - sharing, negative pledge, pari passu and mandatory prepayment clauses - have been incorporated into most loan agreements with sovereign debtors since the early 1980s. They are designed essentially to assure equality of treatment among creditors. Some lawyers credit to their existence the limited cohesion seen so far in the attitude of banks towards problem debtors. Not all banks have contributed to new loans, but they have not stood in the way of rescheduling and the clauses have meant that it has not been worthwhile for banks to seek legal action to seize the assets of debtors in default.

Par passu and negative pledge clauses aim to ensure equality of treatment of the loans under agreement with all other loans to the borrower, giving equal right of payment and right to collateral. They ensure a prior right to security cannot be given to one creditor in preference to another.

Mandatory prepayment clauses cover equality of treatment of all creditors in the event of repayment prior to maturity. Specific to each agreement but perhaps the most problematic are the so-called sharing clauses that ensure equality of treatment of all lenders in a

particular agreement. These clauses were toughened at the beginning of the decade after Iran had continued to pay other creditors but not the US banks, and after Argentina had excluded British banks from interest payments being made to others at the time of the Falkland war.

Lawyers say reducing debt and service burdens through bonds-for-debt exchanges would be permitted under most loan agreements provided the replacement securities are offered equally to all lenders. Waivers may be required to allot reserves to buy collateral, but that should be achievable through the positive vote of 66 per cent of lenders.

Cash buy-backs of old loans could present more problems, since they require the lifting of the sharing clauses. Chile achieved a specific waiver of the sharing clauses to buy back its debt using windfall earnings from copper exports. Again, it was specified that all lenders were given equal access to the buy-back. However, the amounts of the buy-backs were circumscribed and Chile's relations with its creditor banks have been better than most.

There is nothing to stop creditors attempting to attach assets through the courts, but the sharing clauses imply that they would have to share those benefits with all other creditors. It would thus rarely be worthwhile unless sharing clauses were limited. Lifting sharing provisions would also enable discrimination against "free rider" banks, although US officials say this is not the intention of their proposals.

This does mean, however, that unless the waiver of the sharing clauses was specific to certain operations, free riders would probably vote against the waiver - because they would fear not being paid. Even one free rider could veto such a deal.

Such waivers would presumably have therefore, to describe the intention and limitations of the operation they are intended to facilitate. In that case, the most rational action by a free rider might be to vote for the waivers, and then not participate in the buy-back, in the hope that it would enhance the credit quality of his remaining loans.

particular agreement. These clauses were toughened at the beginning of the decade after Iran had continued to pay other creditors but not the US banks, and after Argentina had excluded British banks from interest payments being made to others at the time of the Falkland war.

Lawyers say reducing debt and service burdens through bonds-for-debt exchanges would be permitted under most loan agreements provided the replacement securities are offered equally to all lenders. Waivers may be required to allot reserves to buy collateral, but that should be achievable through the positive vote of 66 per cent of lenders.

Cash buy-backs of old loans could present more problems, since they require the lifting of the sharing clauses. Chile achieved a specific waiver of the sharing clauses to buy back its debt using windfall earnings from copper exports. Again, it was specified that all lenders were given equal access to the buy-back. However, the amounts of the buy-backs were circumscribed and Chile's relations with its creditor banks have been better than most.

There is nothing to stop creditors attempting to attach assets through the courts, but the sharing clauses imply that they would have to share those benefits with all other creditors. It would thus rarely be worthwhile unless sharing clauses were limited. Lifting sharing provisions would also enable discrimination against "free rider" banks, although US officials say this is not the intention of their proposals.

This does mean, however, that unless the waiver of the sharing clauses was specific to certain operations, free riders would probably vote against the waiver - because they would fear not being paid. Even one free rider could veto such a deal.

Such waivers would presumably have therefore, to describe the intention and limitations of the operation they are intended to facilitate. In that case, the most rational action by a free rider might be to vote for the waivers, and then not participate in the buy-back, in the hope that it would enhance the credit quality of his remaining loans.

Australia central bank doubts

By Chris Sherwell in Sydney

THE independence of the Reserve Bank of Australia has been thrown under scrutiny by political controversy over the appointment of a new governor and pointed criticism of the government's recent handling of monetary policy.

Mr Bob Johnston, the present Governor, is due to retire in July when he turns 65, and the federal government is contemplating the appointment of Mr Bernie Fraser, 48-year-old Secretary of the Treasury, who has worked closely with Treasurer Mr Paul Keating since 1984.

However, the opposition Liberal party says the post should be filled by someone from within the central bank or the private sector to preserve the bank as a source of independent economic advice.

The government has yet to decide on the appointment, but Mr Keating has repeatedly condemned the opposition for implying that Mr Fraser was unsuitable, and the relationship he has enjoyed with Mr Johnston, and reminded people that final power over monetary policy rests with him.

As if this publicity was not enough, the bank has also become a target in connection with the government's progressive and seemingly relentless tightening of monetary policy in order to blunt a powerful surge in domestic demand.

In an article to be published next week in Policy, a magazine of the Sydney-based Centre for Independent Studies, a conservative think-tank, Mr Peter Jonson, a former head of research at the bank, argues that the experience of the past year shows that it needs a more independent role in policy debate.

Mr Jonson, now with brokers James Capel, attacks the failure of the bank to inform market participants regularly of decisions which changed the setting of monetary policy. He suggests this has undermined the desired climate of restraint and hints strongly at differences between the Bank and Mr Keating.

With the current account deficit at "crisis proportions" and projections for Australia's AGPSm (246,000) net external debt "more than bit alarming," he says: "One has to ask whether the Reserve Bank now has a clear duty to put its views on the record - having apparently failed, privately, to persuade the government that it needs to do more than marginally alter its strategy."

Mr Jonson, now with brokers James Capel, attacks the failure of the bank to inform market participants regularly of decisions which changed the setting of monetary policy. He suggests this has undermined the desired climate of restraint and hints strongly at differences between the Bank and Mr Keating.

With the current account deficit at "crisis proportions" and projections for Australia's AGPSm (246,000) net external debt "more than bit alarming," he says: "One has to ask whether the Reserve Bank now has a clear duty to put its views on the record - having apparently failed, privately, to persuade the government that it needs to do more than marginally alter its strategy."

Mr Jonson, now with brokers James Capel, attacks the failure of the bank to inform market participants regularly of decisions which changed the setting of monetary policy. He suggests this has undermined the desired climate of restraint and hints strongly at differences between the Bank and Mr Keating.

With the current account deficit at "crisis proportions" and projections for Australia's AGPSm (246,000) net external debt "more than bit alarming," he says: "One has to ask whether the Reserve Bank now has a clear duty to put its views on the record - having apparently failed, privately, to persuade the government that it needs to do more than marginally alter its strategy."

Mr Jonson, now with brokers James Capel, attacks the failure of the bank to inform market participants regularly of decisions which changed the setting of monetary policy. He suggests this has undermined the desired climate of restraint and hints strongly at differences between the Bank and Mr Keating.

With the current account deficit at "crisis proportions" and projections for Australia's AGPSm (246,000) net external debt "more than bit alarming," he says: "One has to ask whether the Reserve Bank now has a clear duty to put its views on the record - having apparently failed, privately, to persuade the government that it needs to do more than marginally alter its strategy."

Israel frees 474 Palestinians

By Hugh Carnegie in Jerusalem

ISRAELI yesterday released 474 Palestinians detained during the 16-month-old uprising in the occupied West Bank and Gaza Strip in a move which coincided neatly with the arrival in Washington of Mr Yitzhak Shamir, the Prime Minister, for talks with President George Bush.

The US has been pressing Israel to take measures to reduce tension in the occupied territories and to come up with proposals for a peace settlement in the area.

Israeli officials insisted that yesterday's releases - from among nearly 10,000 Palestinians detained or convicted before and since the beginning of the intifada uprising - were not connected to Mr Shamir's Washington visit. They said it reflected lessening violence and was a goodwill

gesture made before the start of the Muslim fasting month of Ramadan at the end of this week.

But the unusually large number of prisoners released and the carefully-arranged presence of camera crews and reporters to greet many of the prisoners, some in their early teens, in both the West Bank and Gaza, indicated that the timing was not just a coincidence.

As well as the releases, the military authorities are allowing some activists barred from the West Bank and Gaza to return to their families. They have lifted some curfews and re-opened some schools and alley-ways sealed by the army.

Of those released, 250 came from the West Bank. More than 100 were brought from

Kedot prison, in the Negev desert, to a school in Beit Jalla, adjoining Bethlehem, where they were given cold drinks, fresh fruit and a lecture in Arabic by an Israeli colonel. He told them the local population was paying a high price for the intifada. "It is time everyone understood that violence and terror will lead nowhere," he said.

The detainees, looking somewhat confused by their surprise releases, were then turned over to reporters for interviews before being taken home.

Nabl, 18, said: "The intifada will only end when there is a Palestinian state." His words reflected the response of Palestinian leaders who said yesterday's measures would not dampen the uprising, in which more than 400 Palestinians and 17 Israelis have died.

Beirut death toll still rising

By Victor Mallet, Middle East Correspondent

SYRIAN and Christian forces continued their artillery duels in the Lebanese capital Beirut yesterday, increasing the death toll in the latest outbreak of fighting to more than 120 and prompting appeals for calm from France, Switzerland, the Arab League and the International Committee of the Red Cross.

Tens of thousands of civilians have fled Beirut for the safety of Cyprus or southern Lebanon, no longer able to endure what are said to be the worst bombardments across the Muslim-Christian divide in 15 years of civil war.

Mr Roland Dumas, the French Foreign Minister, yesterday alluded to Syrian and Israeli intervention in Lebanon and called for the withdrawal of all non-Lebanese troops from the country. He also said France was sending two ships

with food and medical supplies to Lebanon.

Around the world, Lebanese emigre supporters of General Michel Aoun, the Christian leader, are attempting to muster international support for his apparently futile efforts to force the withdrawal of Syrian troops, who support a rival Muslim administration.

In France, the former colonial power, about 1,000 politicians and entertainers applied for Lebanese nationality this week in a symbolic gesture of support for Lebanese independence.

President Francois Mitterand has spoken in anguished tones of "an entire population which may be destroyed by violence in the days, weeks or months to come."

Mr Jean-Francois Deniau, a former foreign minister who is vice-president of the French

National Assembly's foreign affairs committee, arrived by boat from Cyprus for talks with Lebanese leaders yesterday.

The Swiss government yesterday offered to organise peace talks between Lebanese and Syrian forces, but the ICRC appealed for the third time in as many weeks for a stop to the fighting and an end to the sufferings of civilians.

In Damascus Sheikh Sabah al-Ahmed al-Sabah, the Kuwaiti Foreign Minister and head of an Arab League committee on Lebanon, and Mr Cheddi Klibi, the League's Secretary General, pursued their attempts to arrange a Lebanese ceasefire.

They met 15 Moslem and Christian Lebanese leaders and Mr Abdul-Halim Khaddam, the Syrian Vice-President.

African economies in decline, says UN

By Julian Ozanne in Nairobi

AFRICA'S economies are continuing to deteriorate, according to a report published today by the United Nations Economic Commission for Africa.

The report, which will be seen as challenging the findings of an optimistic World Bank report on the continent published recently, is published on the day African finance and economic planning ministers begin a five day meeting in Addis Ababa to consider a home-grown alternative policy called the African Alternative for the Structural Adjustment Programme.

The ECA report says Africa's economic restructuring has been severely limited by external constraints and the problems of debt, deteriorating terms of trade and dwindling capital resource flows. And it criticises the impact of structural adjustment programmes on the poor.

The report states that between 1986 and 1988 "the deterioration in the overall economic situation in Africa continued unabated. GDP rose by only 1 per cent in 1986 and by a mere 0.7 per cent in 1987. Worse still, per capita income fell by 2.0 per cent and 2.2 per

cent in those years respectively."

The gloomy ECA report comes less than a month after publication of a joint World Bank-United Nations Development Programme report which downplayed the impact of negative external factors and suggested that the picture was much less dismal, particularly in countries implementing reform packages.

In his preface to the report Professor Adebayo Adedeji, UN under-secretary-general and head of the ECA, says: "Any attempt to portray the economic situation currently prevailing in Africa in rosy terms, to minimise the impact of an adverse external environment and to depict the effects of structural adjustment programmes as having been always positive, does not only detract from the reality of the situation, but is cynical in the extreme."

The report criticises on last year's economic performance in Africa: it says output grew 2.5 per cent in 1988, mainly because favourable weather brought good harvests. But it warns that this is insufficient to pull the region out of its crisis.

Fresh calls for China democracy

By Our Foreign Staff

PRESSURE for democratic change from Chinese intellectuals continued yesterday when Li Shuxian, a distinguished physicist and the wife of Peking's leading dissident, Fang Lizhi, called on Peking University students to voice their ideas. She declared that for her democracy was a fundamental principle.

While the crowd was mostly silent, one young man spoke up. "I feel a kind of formless pressure that keeps me from speaking my mind. 'We all do. We want to speak out but we are afraid.'"

Next month sees the 70th anniversary of the 'May 4' Movement, an anti-government student campaign for reform in 1919 calling for democracy. A build-up of pro-democratic ferment is expected over the next few weeks as the leadership nervously prepares to mark what could be an embarrassing occasion.

A well-known appeal on Monday urging the university to "protect our rights of freedom of speech and association," but by Tuesday it had been taken down. A spokesman said the university would take measures to stop "unhealthy" activities.

A Xinhua News Agency report said many legal experts believed the charge of counter-revolutionary crimes, frequently used in the past, should be changed to "crime jeopardising state security." It would be better to apply this definition to dissidents.

Intellectuals have petitioned the government several times in recent months to give amnesty to political prisoners, notably Wei Jingsheng, the leading "democracy wall" activist of 1978, serving a 15-year jail sentence.

Nepalese attack India over 'bullying'

By K.K. Sharma in New Delhi

NEPALI diplomats yesterday accused the Indian Government of resorting to "bullying tactics" and imposing economic sanctions against their country as petrol rationing seriously disrupted life in the landlocked Himalayan kingdom.

India has cut its supplies since March 21, when it terminated its agreement with Nepal on refining crude at a nominal cost. At the same time it refused to extend the expired Trade and Transit Treaty on Trade and Transit.

Both countries have stiffened their attitudes and Nepalis are being asked to tighten their belts. The tough Indian attitude towards Nepal, with its long history of trade and friendship was signed in 1950, arises out of Nepal's attempts to establish closer relations with China, the only other country with which it has a border.

The Indians have been particularly annoyed at Nepal's decision to buy anti-aircraft weapons from China, since they feel these can be used only against them. Nepal first sought such weapons from India, which has traditionally equipped the Royal Nepal Army, on the ground that these were needed for anti-terrorist measures.

India links the weapons issue with other decisions by the Nepal government to improve its economic and political relations with China. One of the main reasons for the Indian refusal to extend the trade and transit treaty was Nepal's decision to give preferential treatment to Chinese imports by a partial waiver of customs duties. This treatment had been promised to India.

The 10-year-old trade treaty was not renewed last month and Nepal diplomats allege that India launched a propaganda campaign aimed at creating panic inside the kingdom and maintaining Indian public opinion by saying that Nepal made no effort to have the pact renewed.

The diplomats say that after prolonged negotiations, a draft was initially agreed but was never formally signed. India then announced it wanted another common treaty on trade and transit, they claim.

S Africa says Namibia action legal

By Michael Holman in London

SOUTH AFRICA last night maintained its diplomatic offensive and released the text of the hitherto secret "Protocol of Geneva," signed in the city last August, which Pretoria says provides the legal basis for its military action against Swapo guerrillas in northern Namibia.

South Africa has accused Swapo of breaking the terms of the Namibia settlement by moving guerrilla units south of the 16th parallel running through Angola and into Namibia. The key section of the Protocol reads:

"The parties undertake to adopt the necessary measures of restraint in order to maintain the existing de facto cessation of hostilities. South Africa stated its willingness to convey this demand to the present UN Secretary-General in writing to the United Nations. Angola and Cuba shall urge Swapo to proceed likewise as a step prior to the ceasefire contemplated in resolution 435/78 which will be established prior to 1 November 1988."

"Angola and Cuba shall use their good offices so that, once the withdrawal of South African troops from Angola is completed, and within the context of the cessation of hostilities in Namibia, Swapo's forces will be deployed to the north of the 16th parallel. The parties deemed it appropriate that, during the period before 1 November 1988, a representative of the United Nations Secretary-General be present in Luanda to take cognisance of any disputes relative to the cessation of hostilities and agreed that the combined military committee contemplated in paragraph 9 can be an appropriate venue for review and compliance of this nature that may arise."

Paragraph 9 states that the period from September 1, 1988, by which South African forces would complete their withdrawal, and the date for implementing the Security Council's plan for ultimate Namibian independence (which proved to be last Saturday) would be one of "particular sensitivity for which specific guidelines for military activities are presently lacking."

When the protocol was signed, it was envisaged that Namibia's UN-monitored transition to independence would begin on November 1. It in fact began last Saturday.

Foreign interest lifts NZ investment

By Dai Hayward in Wellington

FOREIGN INVESTORS, showing more faith in New Zealand's economy than local analysts, are pouring hundreds of millions of dollars into NZ investment, say international investment bankers, Bain and Co.

Bain's senior economist, Ms Georgina Tattersfield said in Wellington that fund managers in the US and Europe are showing more objectivity in assessing the profit potential in New Zealand's bond market than domestic investors who have yet to focus on key statistics.

The fundamental strengths of the NZ economy are attracting foreign investors with substantial funds. The bank currently has two American investors in NZ, who previously knew little about the country but who were so interested in its recent economic figures they came to "see for themselves."

"We believe the New Zealand market is likely to be a top performer in the coming year because of the extremely good fundamentals it is exhibiting, particularly in relation to Australia."

New Zealand's inflation continues to fall while Australian inflation figures indicated "a significant increase" over the coming months.

In a report issued by the bank, Ms Tattersfield said: "It is heartening that New Zealand's sound inflation outlook and improved trade data are demanding and receiving investor recognition."

Foreign interest lifts NZ investment

By Dai Hayward in Wellington

FOREIGN INVESTORS, showing more faith in New Zealand's economy than local analysts, are pouring hundreds of millions of dollars into NZ investment, say international investment bankers, Bain and Co.

Bain's senior economist, Ms Georgina Tattersfield said in Wellington that fund managers in the US and Europe are showing more objectivity in assessing the profit potential in New Zealand's bond market than domestic investors who have yet to focus on key statistics.

The fundamental strengths of the NZ economy are attracting foreign investors with substantial funds. The bank currently has two American investors in NZ, who previously knew little about the country but who were so interested in its recent economic figures they came to "see for themselves."

"We believe the New Zealand market is likely to be a top performer in the coming year because of the extremely good fundamentals it is exhibiting, particularly in relation to Australia."

New Zealand's inflation continues to fall while Australian inflation figures indicated "a significant increase" over the coming months.

In a report issued by the bank, Ms Tattersfield said: "It is heartening that New Zealand's sound inflation outlook and improved trade data are demanding and receiving investor recognition."

Afghanistan requests UN Security Council meeting

By Our Foreign Staff

AFGHANISTAN formally requested an urgent meeting of the Security Council to deal with alleged aggression and interference by Pakistan in a letter circulated yesterday, Reuters reports from the United Nations.

A Council source said a meeting would probably be set for April 11 to allow time for a senior Pakistani representative to arrive in New York.

Soviet Foreign Ministry spokesman Yuri Gromyko told a news conference in Moscow that Afghan rebels had fired missiles into two districts of Kabul yesterday, killing eight people and wounding 20. Three women and a child were among the dead.

Mr Gromyko also said Afghan government troops had repelled another assault on the eastern city of Jalalabad, which has been under attack for nearly a month. Twenty rebels were killed, he said.

A force of about 30,000 was still massed outside the city, Mr Gromyko said, including senior Pakistani officers and fighters from countries including Egypt and Saudi Arabia.

Pakistan yesterday dismissed as propaganda a request for the emergency meeting of the Security Council.

Pakistan regularly denies charges by Kabul that its military forces are fighting alongside guerrillas in Afghanistan.

The punishing pursuit of Pakistani profits

Christina Lamb in Islamabad reports on the hurdles facing foreign investors

SETTING UP BUSINESSES IN ASIA



Pakistan

ATTEMPTING to set up a business in Pakistan is frequently compared with looking for a black cat in a dark room. One European businessman, still waiting for approval after three years of endless doorknocking, says: "It's like watching grass grow."

Setting up business requires persistence more than anything. Only the most determined can survive the corruption, prohibitive import duties, and a nightmarish bureaucracy coupled with the political uncertainty of a country that has spent more than half its lifetime under martial law.

The country's main industrial centre of Karachi is a hotbed of ethnic violence, where wealthy businessmen have armed guards to protect them against kidnapping. Frequent riots necessitate curfews, closing factories for weeks on end.

Those who make it through the maze of bureaucracy and graft maintain that it is worth it, but few get that far. Britain is the largest overseas investor in Pakistan, much investment dating back to the days of the Raj.

The Irony is, Pakistan is the least developed country in the world, says a senior US economist working in Islamabad.

Pakistan's democratically elected government hopes to change things. Ms Benazir Bhutto took office in December 1987 and has already made a list of debt that is printing money to pay wages.

Declaring the country "bankrupt", Ms Bhutto has made privatisation the new watchword, with the emphasis on foreign investment. The government is committed to liberalising imports and cutting red tape.

Sceptics point out that the last government was equally committed to deregulation, setting up a scheme in which one organisation would be responsible for the necessary approval and licence, this has yet to take off, and businessmen are still wearing out shoe leather traipsing round the ministries of commerce, industries, foreign affairs and health, along with numerous investment departments and water, gas and electricity authorities.

Bureaucrats seem to want to keep the system deliberately vague and complicated to ensure the maximum rake-offs for the maximum number of people, as well as giving a raison d'être for numerous super-

fluous commissions. Finally, secured approval, corruption does not stop. Everyone from customs officials to telephone operators expects rupees.

Yet the corruption pales into insignificance against the biggest problem - lack of infrastructure. Major cities are linked by, at best, potholed two-lane tarmac roads; daily power shortages are part of life, and with only one telephone per 140 people, outdated exchanges sometimes seem capable only of connecting wrong numbers.

Moreover, because cities are hopelessly overcrowded, Pakistan encourages industrial construction only in remote areas where infrastructure is non-existent and the quality of life poor.

Labour is cheap and plentiful, the country has widespread untapped raw materials and mineral resources and the government is offering hefty concessions such as tax-free zones, half-price electricity and exemption from import duties for those raw materials and machinery not available in Pakistan in specially designated areas.

But still investors are not taking the bait. Mr Julian Stretch, president of the British and South Asia Trade Association, believes one of the biggest deterrents is image. "Made in Pakistan" is not yet a seductive label.

Finding local managers can also be a problem in a country where 77 per cent of the population is illiterate and where universities are often closed by violence. Degrees are often bought on the open market.

The import of many foreign manufactured goods is banned and confiscatory tariffs imposed on others - up to 150 per cent on consumer goods such as cars and an average of 77 per cent for industrial process equipment, supposedly to encourage homegrown indus-

Offer people Freedom and Choices and you'll make a name for yourself.



Guardian Royal Exchange did. Here in Britain.

Our Freedom life policy and our Choices pension plan are giving people what people want. In the case of Freedom, a revolutionary brand of life insurance they can change as their circumstances change.

And with Choices, a pension plan they can take freely and easily from job to job.

But what's really made our name is the way these products take advantage of radical changes in the insurance industry.

Consider the 1984 abolition of tax

relief on life insurance premiums.

Quick to see the possibilities this opened up for a universal life product, we set about developing one.

The result was Freedom – profitable after just 18 months, it is now market leader in this growing sector.

Similarly, Choices was launched this year to capitalise on the enormous potential created by the new pension laws.

With its mass-market appeal, it has already become one of the most sought-after names in pensions.

The idea that change can be turned into opportunity is a firmly held belief at Guardian Royal Exchange.

And it's a measure of our success – we are one of Britain's leading composite insurers – that this doctrine is adopted through all levels of the company.

Admittedly, we may never make international headlines with our philosophy. But it's certainly getting us noticed.



GUARDIAN ROYAL EXCHANGE
One step ahead, then another

WORLD TRADE NEWS

Japan to extend curbs on car exports to EC

By Stefan Wagstyl in Tokyo

JAPAN intends to extend for another year voluntary curbs on car exports to the European Community in order to avoid trade friction.

Exports to Europe have been rising only slowly since curbs were introduced in 1986, but the rapid increase of local production in Europe by Japanese companies has brought an angry reaction from European car manufacturers and some governments.

The issue has been brought to a head by the announcement earlier this year that Toyota Motor, Japan's largest car company, that it was considering building a car factory in the UK.

The Japanese Ministry for International Trade and Industry said yesterday it would continue monitoring exports for another year and had asked car makers to avoid sudden increases in sales. This is understood in Tokyo to mean that MITI expects the increase to be no more than 3 per cent in the financial year starting this month.

Increases in exports have dropped sharply from 10.9 per cent in 1986 to 3.4 per cent in the 1987-88 financial year when exports totalled 1.21m. This figure greatly exceeds the total of

cars made by Japanese factories in Europe, led by Nissan Motor's plant in North East England.

However, the number of locally-produced cars is expected to rise rapidly as Nissan moves towards its goal of 200,000 cars a year and other makers establish and expand wholly-owned factories and joint ventures. Toyota's eventual target is also to produce 200,000 cars in Europe.

Fuji Photo Film of Japan said yesterday it will establish a production base in Europe, AP-DJ reports from Tokyo.

Fuji, Japan's top photo film maker, said Onecas, a Rome-based importer of films, cameras and video cameras from Fuji, will establish an assembly plant.

Fuji said it will supply Onecas with half-finished products and technical know-how. Italy is Fuji's second base of business in Europe, following its advance into the Netherlands last year.

Fuji said the creation of the new production base in Italy is part of the company's attempt to overtake Eastman Kodak, which is believed to hold roughly 40 per cent of the European market.

Textiles pose fresh problem for Gatt

By William Dullforce and Peter Montagnon in Geneva

PAKISTAN hit out at the industrialised nations yesterday for not taking seriously its and other developing countries' interests in the textile trade.

Mr Akhtar Khan, a senior official in the Pakistani Ministry of Commerce, voiced "disappointment and concern" at the failure to take Third World objectives into account in the negotiations under the General Agreement on Tariffs and Trade intended to put the Uruguay Round back on track.

Efforts starting last Friday to resolve differences over the four items, on which the mid-term review of the Round broke down in December, had not displayed "a level of ambition" in textiles and safeguards comparable to that seen in the talks on agriculture and intellectual property rights.

Safeguards are the measures which countries can apply under Gatt rules to protect temporarily industries which are hurt by a sudden flood of imports.

Mr Khan's remarks to the formal opening session of the Uruguay Round trade negotiations committee indicated that solutions to textiles and safeguards may not easily "fall into place" once agreements have been reached on farm trade reform and intellectual property.

Discussions on textiles and clothing have been stalled since the trade ministers' meeting in December over two key issues:

First, the demand by some developing countries for a freeze on further restrictions on their exports under the Multifibre Agreement, which governs about half the world trade in textiles and clothing. Second, the setting of a date for the phasing out of MFA restrictions and the return to Gatt rules of the textile trade.

In addition, the European Community has been anxious to use the talks to win a commitment from the richer developing countries to liberalise their domestic textiles markets.

Yugoslav entrepreneur bucks the system

Judy Dempsey in Slovenia discovers a small private export business success story

WHEN Zoran Simic decided to set up his small, privately-run factory six years ago, he had no idea he would be dogged by the taxman, faced with expensive machinery that did not work, confronted by officials who still opposed the private entrepreneur and above all, hit by inflation.

It would be difficult to describe Mr Simic as an entrepreneur in the Western sense. He does no marketing or advertising. He has no glossy signs outside his modest building. He has no fancy office equipment, and a staff of just five.

But in his factory, a large shed outside Ljubljana, the capital of Slovenia, Yugoslavia's most politically liberal republic, Mr Simic has managed to survive. And not only that. By managing to gain the confidence of a West German company, 100 per cent of one of his production lines is now earmarked exclusively for the export market.

Along with his brother, Mr Simic left his small but profitable privately-run printing business in 1983 to set up a briquette factory. Since briquettes, which are made from wood, are far less polluting than coal, he had a good chance in exporting his products to neighbouring Austria, Italy and West Germany, all of which are becoming increasingly environment-conscious.

The first two years were, as

Mr Simic himself described them, "nightmare. The machinery, which was imported and paid for with precious hard currency to dry the wood and make the briquettes, did not work. The Western firm took us for a ride. I learned a lot from that. In private business, you have to do everything yourself and you always have to be flexible and patient."

Not content with this, the 36-year-old Mr Simic, an entrepreneur if there ever was one, decided he could make use of the branches from the vineyards around Dalmatia. "The water content of this wood is low, the aroma is excellent, so I decided to convert these branches into pellets for barbecues and grills," he says, proudly showing off his new product, of which he

which is undergoing radical changes, all companies who want to export have to go through an FTO.

The aim of the FTO is to market the product. But the fee is high in contrast to the returns. For one thing, Mr Simic and his colleagues never see any of their hard currency earnings. Western firms have to pay their Yugoslav partner via the FTO who in turn pay local currency to the Yugoslavs. And since the payment transactions often take as long as three months to come through, many Yugoslav firms are now losing out.

"With rising inflation and currency devaluations, our real earnings are falling by the day," says Mr Simic.

There is a way around it. Mr Simic can ask the FTO to speed up the payments, even if they are in arrears. However, that means giving the FTO a cut above the commission rate which is about 30 per cent. "If you want to be paid in 15 days, then you pay the FTO 34 per cent," he says.

The commission, however, is but a tip of the tax iceberg. Like other small firms, Mr Simic pays a 30 per cent company tax and then, depending on his profits, he could pay what amounts to a prohibitive income tax of 90 per cent.

"That is the cost for being a successful, small privately-run business," he says. "Although Slovenia is probably the most liberal in terms of how the

economy and politics is run, there is still some tough ideological resistance to the private sector." Some of these constraints are still in the local tax office in Ljubljana, scrutinising every receipt earned by the private entrepreneurs.

But Mr Simic and others who are engaged in the private sector and dealing in foreign trade say the climate is changing. "It used to be worse. But we need much more flexibility if we want to make this area of the economy more profitable and efficient," he says.

He is not alone in this view. Yugoslav economists also believe that the small private firms are potentially the backbone of the Yugoslav economy. In Slovenia alone, the private sector accounts for 7 per cent of the republic's gross national product.

They also believe that if this sector is further liberalised, it could attract much more foreign currency into the country as well as boost foreign trade earnings. The signs seem to be pointing in that direction. Mr

Ante Markovic, the new Prime Minister, has his eye on this sector and intends to make it easier for Yugoslav businesses to deal directly with their western foreign partners. If this means that people like Mr Simic can be paid directly in hard currency, he may well have extra cash to import much-needed new equipment and become more competitive on foreign markets.

Rolls-Royce may form leasing joint-venture

By Michael Donne, Aerospace Correspondent

ROLLS-ROYCE, the aero-engine builder, is discussing the formation of a new London-based aero-engine leasing and finance organisation with companies in Japan, the US and the UK.

Participants in the talks so far include Mitsubishi Trust and Banking of Tokyo, Chrysler of the US and National Westminster Bank of the UK. Nothing has been agreed so far, and it may be some time before any deal is finally settled.

The plans envisage a joint company with capital of \$60m initially, eventually being

raised to \$200m, of which Rolls-Royce would hold 40 per cent and the other three partners 20 per cent each. Other partners would be brought in later.

The move reflects the growing interest by Rolls-Royce in supporting its aero-engine marketing operations world-wide with the ability to offer potential customers a convenient financing facility.

Rolls-Royce sees the creation of such a venture as an integral part of its overall campaign to be more aggressive in world markets for its wide range of aero-engines.

Siemens favoured in Turkish power contract

By Jim Bodgener in Ankara

EKCLUSIVE negotiations for a consortium led by West Germany's Siemens and Asea Brown Boveri (ABB) have been guaranteed in a protocol for a contract for the construction of power lines from the giant Ataturk dam scheme in the south-east of Turkey.

The consortium was selected after it offered to cut its price by around 10 per cent to bring its original price down to DM187.5m (£59m).

The consortium emerged as leader after three rounds of tendering since December. It is offering a financing package which includes a DM190.5m

credit from West Germany at an interest rate of 6.7 per cent and a 30-year term with 10 years' grace. The two competing consortia are led by France's CGEE Alsthom and Japan's Sumitomo.

The 60km line from the dam will run via the Elbistan power station to Ankara to connect the Ataturk power station with the Western section of the national grid.

The scheme is fairly urgent, because it needs to be completed when the first units of the dam's total 2,400MW generating capacity come on stream in 1991.

APV wins £50m Soviet breakfast cereals contract

By Nick Garnett

APV, the UK food and drink processing equipment maker has won a £50m order to introduce breakfast cereals into the Soviet Union by building production lines on the site of former vodka factories.

In a deal with the procurement agency for the Soviet food processing industry, APV is to supply ten breakfast cereal lines on nine sites across the Soviet Union. The plants will have a combined capacity of about 100m cereal packets a year.

APV is due to deliver the first plant this year.

Canadian panel favours training tax incentives

By David Owen in Toronto

A CANADIAN panel set up to study the impact of the US-Canada free trade agreement on the country's workforce, has recommended new tax incentives for companies promoting worker training.

The Advisory Council on Adjustment urged the government to spend more on job programmes, primarily those which help redundant workers back into the labour force.

It said specifically that a programme providing up to two years' support for unemployed workers attending training courses should be strengthened, and urged the adoption

of nationwide standards for redundancy notification and minimum severance payments. The panel rejected the notion of introducing support programmes explicitly geared to workers made redundant due to trade-related closures, despite calls for such protection by labour leaders.

The incentives proposed by the panel amount to a levy-grant system under which companies would be deemed to have a tax liability, which could be discharged by financing training programmes. Revenue from the tax would be earmarked for labour training.

Global Business Networks. You're halfway home with Pan American Satellite.

Now you can extend your private business network to offices and facilities anywhere in Latin America, Western Europe and North America.

With Pan American Satellite, the first private international communications satellite system, you can reach half the world from any number of locations. You can build any kind of network—broadcast, hub, point-to-point—for voice, high speed data, facsimile, electronic mail, even teleconferencing. With a high-powered signal that can be received by small, rooftop VSAT antennas. With the direct links that only an independent, private enterprise satellite system can provide. And with a range of services that can expand as you move from current needs to future needs—all at lower costs than you're paying now.

Now you can have the exact network that your business demands. At a cost you can afford.

ALPHA LYRACOM
PAN AMERICAN SATELLITE

Alpha LyraCom Space Communications, Inc.
One Pickwick Plaza, Suite 270
Greenwich, CT 06830
(203) 622-6664 FAX: (203) 622-9163

A FINANCIAL TIMES MAGAZINE

WE'RE HAPPY TO GO ON TRIAL

To prove how confident we are about our professional appeal, we're prepared to offer you the opportunity to put Pensions Management magazine on trial today.

An Open And Shut Case
The facts speak for themselves, Pensions Management is by far the biggest selling and most authoritative magazine in its field. An essential tool for today's Pension Adviser, Fund Manager, Trustee and every other pension professional. Why?

The Case For The Defence
Pensions Management is meticulously researched and written by the country's leading journalists and pensions luminaries. Keeping you abreast of the volatile pensions market, it will enable you to manage your business better and to provide the best possible service for your clients.

The Evidence
Each month we bring you an in-depth Research Feature on a topic every serious adviser needs to know, plus all the news of the industry. Often covering subjects neglected in the more general financial press.

Our Monthly Survey is widely quoted and covers essential topics such as fund managers, personal pensions, consulting actuaries, group life assurance, computer software and many other key issues.

Finally, our Performance Statistics. Regularly updated and covering individual pension funds in the UK, exempt trusts, UK annuities and guaranteed bonds. Each with quartile rankings to balance the monthly fluctuations.

We don't want to prejudice your judgement. But if you advise individuals or companies on their pension needs, there is one monthly magazine - published by Financial Times Magazines - that you shouldn't be without. Pensions Management.

The Verdict Is Yours
In short, the case for reading Pensions Management is an overwhelming one. But you don't have to take our word for it. The April issue of Pensions Management is now available in all good newsagents. Why not pick up a copy today and judge for yourself.

April's Issue
This month our survey goes on the trail of the index trackers. We offer practical guidance to trustees on index funds. Our research feature analyses pooled pension fund performance. We look at the best and worst performing funds over the past decade and examine how the new providers compare with their more established competitors.

We also argue in this month's issue, the case for consultants scrapping their questionnaire-based approach to fund manager selection. Fimbria answers back about the plight of the independent intermediary. In addition, the pension options open to young people waiting to join their company pension scheme are highlighted. Finally, we question the reluctance of unit trust companies to dive into the personal pensions market and outline the positive contribution they could still make.

We hope this shows you the scope of our coverage. However, the best way for you to discover how Pensions Management can be of value to you is by seeing the magazine for yourself.

If you are impressed you can instruct your newsagent to reserve Pensions Management for you. We feel confident that you will want to make sure of your copy every month. That's why we are happy to go on trial today. Whatever your verdict - you can't lose.

Pensions Management
Can you manage without it?

LAW

Antitrust protection for takeover targets

By A.H. Hermann, Legal Correspondent

Reports of the Minorco's difficulties in US courts in its attempt to acquire Consolidated Gold Fields have so far focused on the question of what will happen next. Will it be possible to make the US courts relent quickly enough to allow the bid to proceed within the time limits imposed by the London takeover rules?

However, study of the full text of the judgment* of the US Court of Appeals for the Second Circuit, reveals an underlying issue of a much greater general importance, namely whether a foreign target company operating on the world market can claim the antitrust protection of US courts solely because the acquisition might open the way to anti-competitive behaviour by the resulting enlarged enterprise, causing an increase in the price of a commodity traded in the US.

Although the appeal court confirmed the injunction of the US District Court for the Southern District of New York, prohibiting Minorco from buying further shares in Gold Fields, its reasons for doing so differed substantially from the reasons which led Judge Michael B. Mukasey to grant the injunction in the first place.

The appeal court disagreed with the judge on two very important issues. First, while the judge denied antitrust standing to Gold Fields and granted the injunction only in response to the applications by its two US associated companies, the appeal court's majority held that Gold Fields had such standing. Second, the appeal court unanimously reversed the judge's ruling that he had no subject matter jurisdiction over claims of securities law infringements by Minorco.

In considering the second issue, the district court concluded that the number of US holders of shares in Gold Fields was "insignificant". It did not take into account Gold Fields' American Depository Receipt (ADR) holders, accepting that Minorco had taken all possible precautions to assure that the tender offer documents would not reach them.

The appeal court pointed out that British nominees were required by law to forward the tender offer documents to Gold Fields shareholders, as well as to ADR depository banks in the US. This brought the number

of affected US residents to 2.5 per cent of Gold Fields' shareholders. The court found that these US residents owned a total of 5.3m shares with a market value of about \$120m. The appeal court, which previously held in another case that US antitrust laws applied to a transaction involving only 22 US residents owning a total of 41,936 shares found the higher participation of US residents in Gold Fields to be an irresistible argument for accepting jurisdiction.

The much more complicated issue of antitrust jurisdiction is composed of three elements: the anti-competitive effect of the possible closing down by Minorco of Gold Fields' US subsidiaries, the global effect of eliminating Gold Fields as an independent competitor and, finally, the determination of the relevant market - whether it be the US, the western world, or the entire world.

The complaint that the Minorco bid was contrary to US antitrust law was brought by Gold Fields which is a British company, and two US companies which it controls. Half of Gold Fields' \$2.4bn assets are located in the US where it wholly owns Gold Fields Mining Corporation (GFMC) with gold mining operations in California and Nevada. It has a 49.3 per cent stake in Newmont which, in its turn, owns 90 per cent of Newmont Gold, the largest gold producer in the US. In addition, Gold Fields has important gold mining interests in Australia and South Africa, where it is the second largest gold producer. Altogether, Gold Fields, with its associated companies, accounts for 13 per cent of the gold production in the non-communist world, where it is the second largest gold producer.

Minorco, incorporated in Luxembourg, has a 28.9 per cent stake in Gold Fields. It is in its turn controlled to a large extent by the Anglo-American Corporation of South Africa and De Beers Consolidated Mines, which together own 60 per cent of Minorco's shares. Another 7 per cent of Minorco's shares are held by the family of Mr Harry Oppenheimer, whose members and close associates are on the boards of all three companies. The appeal court concluded that the group to which Minorco belongs accounts for 20.3 per

cent of all gold production in the western world.

The district court injunction is based solely on the acceptance of the claim that if the Oppenheimer group succeeded in acquiring control of Gold Fields it would attempt to shut down the Newmont Gold mining operation in the US, as South African production costs of gold are rising rapidly and are now substantially higher than those in the US. To keep the price of gold high, it was alleged, the Oppenheimer group would wish to restrict low-cost production outside South Africa. The appeal court agreed with the district judge that Newmont's threatened injury was precisely the type that the antitrust laws were designed to prevent.

However, the appeal court found it impossible to agree with the district court's conclusion that the target company itself, Gold Fields in the present case, had no standing for making an antitrust complaint. This view has previously been expressed by some US courts adopting the theory that the target company suffers no antitrust harm, because after a takeover it becomes part of the entity designed to gain a competitive advantage.

This view found an echo in the dissenting judgment of Circuit Judge Altimari. He relied on a long line of US cases where the target company was denied a standing and argued that a loss of independence which occurs in every merger is not the type of loss that the antitrust laws were intended to prevent.

Judge Altimari also disagreed with the policy grounds advanced by the majority of the appeal court, namely that a denial of standing to the target company would impair enforcement of laws against anti-competitive takeovers as the substantial burden of proof was likely to prevent consumers from bringing an action. In the view of the dissenting judge, even substantial burden of proof would not prevent competitors from bringing action under section 16 of the Clayton Act.

The majority of the appeal court took a diametrically opposed view. It held that once acquired, Gold Fields would have lost the power of independent decision-making as to price and output. One could not imagine a better example

of the type of injury to competition which the antitrust laws were designed to prevent, said the majority. Moreover, the acquisition would also threaten the curtailment of production by GFMC.

This injurious effect on competition, the majority continued, was in no way mitigated by a possible benefit which Gold Fields could achieve by remaining a distinct unit within the enlarged Minorco group. It was also irrelevant whether Gold Fields' application was motivated by a desire to protect competition or the desire to protect the job security of its senior management.

Finally, there is the important question of the relevant market. The district court included in this only gold mining of non-communist countries and did not take into account gold scrap and gold reserves held by governments. In a market so defined, acquisition of Gold Fields would raise the Oppenheimer family's market share to 32.3 per cent - bringing it above the 30 per cent which, according to the US Supreme Court, triggers a presumption of illegality. This was enough to show that the plaintiffs were likely to succeed in a trial and thus justify the temporary injunction.

This view was confirmed by the appeal court which rejected Minorco's claim that "gold is gold" whether it comes from western or communist mines, from scrap, or from government reserves. Only such supplies could be recognised as competitive which increased significantly in response to an increase in price by 5 per cent or more. Only non-communist gold mining satisfied this test, said the court, adding that there was evidence that sales of eastern bloc gold did not increase when the price of western gold rose.

The conclusion of the appeal court that US antitrust laws can be applied to an acquisition taking place outside the US, as long as it affects competition in a section of the world market of which the US is a part, will, if upheld by the US Supreme Court, extend the long arm of US courts further and in a new direction.

* Consolidated Gold Fields and others v Minorco and others, US Court of Appeals, 2nd Circuit, docket nos. 88-7932, 7934 (unreported).



FINANCIAL TIMES CONFERENCES

WORLD ELECTRONICS

LONDON, 26 & 27 April 1989

The Financial Times' eleventh conference on World Electronics is to be held in a period of major restructuring and relentless international competition and will take as its theme - Europe's role in an international industry. A distinguished panel of speakers will lead the debate reviewing the challenges and opportunities for Europe's electronics business and the forces which are driving structural change in the industry.

Contributors include:

Mr Frans Andriessen
Vice President
Commission of the European Communities

Mr Gerrit Jeelof
Vice Chairman
NV Philips' Gloeilampfabrieken

Mr Pasquale Pistorio
Chief Executive Officer
SGS-THOMSON Microelectronics Group

Mr Franz Nawratil
Vice President
Director Marketing & Sales Europe
Hewlett-Packard Company

Dr-Ing Hans Gissel
Member of the Board of Management
AEG Aktiengesellschaft

Mr Geoffrey Morris
President & Chief Executive Officer
X/Open Company Limited

Mr Vittorio Cassoni
Group Managing Director
Ing C Olivetti & C SpA

Mr Jean Caillot
Chairman, French Electronics Industries
President, Thomson International

The Rt Hon Sir Geoffrey Pattie, MP
Former Minister of State for Industry
and Information Technology

Mr Jacques Noels
President & Chief Executive Officer
Nokia Consumer Electronics
International SA

Mr Jean-Marie Cadiou
Director, Information Technology - ESPRIT
Commission of the European Communities

Professor Gordon Edge
Chief Executive
Scientific Generics Limited

WORLD ELECTRONICS

Please send me further details



To: Financial Times Conference Organisation
126 Jermy Street, London SW1Y 4JJ
Tel: 01-925 2323 Tlx: 27347 FTCONF G Fax: 01-925 2125

Name _____
Position _____
Company/Organisation _____
Address _____
Country _____
Tel _____ Tlx _____ Fax _____
Type of Business _____

If your assistant reads
The Economist
don't play too much golf.

MITSUBISHI PETROCHEMICAL COMPANY LIMITED
(Incorporated with limited liability under the laws of Japan)

NLG 150,000,000 ¼% Notes due 1993
with Warrants to subscribe for shares of common stock of MITSUBISHI PETROCHEMICAL COMPANY LIMITED

The Ordinary General Meeting of shareholders of Mitsubishi Petrochemical Company Limited (the "Company") held on 30th March, 1989 has resolved to change its financial year-end from 31st December to 31st March. As a transitional measure the Company will have a three month financial year running from 1st January, 1989 to 31st March, 1989 and thereafter its financial year will run from 1st April to the next following 31st March.

Accordingly, notice of the following modification is hereby given pursuant to Clause 4 (F) (iii) of the Instrument dated 7th July, 1988 in connection with the captioned Warrants:

"The record dates for the payment by the Company of annual dividends and interim dividends will become 31st March and 30th September respectively, in each year (31st March, 1989 in the case of dividend for the transitional financial period above), and the Dividend Accrual Period with respect to the shares of the Company issued upon exercise of Warrants will be each six-month period ending on 31st March or 30th September in each year (a three-month period ending on 31st March, 1989 in the case of the transitional financial period mentioned above)."

The "Fiscal Period" as defined in Clause 1 (A) of the Instrument will be amended in conformity with the above.

31st March, 1989.

"FIDDLES, FRAUD & CORRUPTION?"

Forget the headlines, discover the truth!

April 24 1989 The Barbican
The European Movement/Federal Trust present

The European Parliament, 1992 and Business

— How to make it work for YOU —

Keynote Speakers:
Lord Plumb
Sir John Hoskyns
John Raisman
Christopher Prout QC, MEP

Topics include:
The EP and the business reality of 1992
How to lobby the EP

Book now phone:
01-839 6622/3 01-469 3645

Conference fees to include coffee, lunch and tea: per delegate £70 + £25.50 VAT = £95.50. Groups of 3 or more, per delegate: £44.50 + £21.67 VAT. Special Academic rate, per delegate: £50.00 + £7.50 VAT

Name _____
Title _____
Organisation _____
Address _____
No. of places _____

£ _____ Cheque payable to Dragon Services Ltd
Dragon Services Ltd, 208 Albany Road, London SE8 4JQ, (01-469 3645)

UK ECONOMIC INDICATORS

ECONOMIC ACTIVITY- Index of industrial production, manufacturing output (1985=100); engineering orders (£ billion); retail sales volume (1985=100); retail sales value (1985=100); registered unemployment (excluding school leavers) and unfilled vacancies (000s). All seasonally adjusted.

	Ind. prod.	Mfg. output	Eng. order	Retail vol.	Retail value	Unemployed	Vacs.
1987							
4th qtr.	108.0	108.4	28.1	133.3	218.8	2,068	282.1
1988							
1st qtr.	107.7	116.8	31.1	135.3	213.3	2,068	282.1
2nd qtr.	108.2	115.8	31.2	137.0	217.1	2,064	282.2
3rd qtr.	110.8	116.2	32.0	138.2	228.2	2,228	284.3
4th qtr.	110.8	117.0	32.1	140.8	228.0	2,101	284.9
April	108.7	115.8	31.0	138.0	228.4	2,068	282.1
May	108.4	112.8	31.3	137.7	228.3	2,284	284.5
June	108.8	115.1	31.2	137.0	228.3	2,284	284.5
July	110.8	115.0	31.5	140.1	230.0	2,284	284.5
August	110.8	118.1	32.1	138.5	237.7	2,228	282.7
September	111.2	116.7	32.0	138.4	225.8	2,192	280.3
October	110.8	115.8	32.2	141.0	237.7	2,192	280.3
November	111.3	117.3	32.0	140.4	218.2	2,105	282.3
December	110.4	117.3	32.1	140.8	222.3	2,027	282.3
1989							
January	108.1	118.5	32.0	137.4	234.1	1,988	282.2
February				148.8	194.7	1,947	282.1

OUTPUT- By market sector: consumer goods, investment goods, intermediate goods (materials and fuels); engineering output, metal manufacture, textiles, leather and clothing (1985=100); housing starts (000s, monthly average).

	Consumer goods	Investment goods	Int. goods	Eng. output	Metal mfg.	Textiles etc.	Housing starts
1987							
4th qtr.	108.8	106.8	108.0	107.4	112.0	102.6	17.0
1988							
1st qtr.	108.5	108.1	107.5	107.5	112.8	102.8	18.8
2nd qtr.	110.2	108.2	108.8	108.5	120.5	103.1	22.3
3rd qtr.	112.7	114.9	108.2	113.3	123.8	102.1	20.4
4th qtr.	114.9	115.8	107.4	118.3	123.3	102.8	18.5
April	108.2	107.8	108.0	108.0	123.0	102.9	21.0
May	112.8	108.7	108.0	108.0	122.0	102.0	18.8
June	111.8	111.2	108.8	112.0	119.0	101.0	23.3
July	114.8	108.8	108.8	114.0	126.0	104.0	20.6
August	113.1	114.0	108.0	116.0	128.0	102.0	28.5
September	114.5	116.0	108.1	118.0	128.0	101.0	28.1
October	114.0	115.8	107.8	118.0	128.0	101.0	21.5
November	113.4	116.4	107.8	117.0	118.0	102.0	21.5
December	113.5	115.0	108.8	116.0	123.0	104.0	14.4
1989							
January	116.2	114.4	108.2	115.0	140.0	101.0	18.2

EXTERNAL TRADE- Index of export and import volume (1985=100); visible balance; current balance (£m); oil balance (£m); terms of trade (1985=100); official reserves.

	Export volume	Import volume	Visible balance	Current balance	Oil balance	Terms trade	Reserve Utilised
1987							
4th qtr.	111.9	120.8	-8.98	-1,088	+1,073	87.8	44.33
1988							
1st qtr.	108.3	118.7	-10.47	-2,238	+730	87.0	44.84
2nd qtr.	111.4	127.7	-16.38	-2,881	+818	82.7	42.82
3rd qtr.	108.3	133.7	-25.48	-3,724	+489	89.3	35.48
4th qtr.	108.9	135.0	-26.18	-3,891	+349	96.0	31.85
April	110.7	128.0	-17.37	-284	+271	92.2	47.86
May	108.2	127.2	-19.12	-1,038	+388	98.9	48.83
June	108.8	128.8	-20.08	-1,118	+388	98.9	48.83
July	107.9	141.5	-33.61	-1,880	+118	88.8	49.83
August	108.8	127.8	-19.07	-970	+177	102.0	30.84
September	114.1	121.8	-7.78	-518	+164	104.0	28.65
October	108.7	128.8	-20.18	-2,258	+167	87.8	30.05
November	107.1	131.5	-24.48	-1,888	+132	87.8	31.04
December	108.1	133.8	-25.78	-1,288	+141	97.8	31.09
1989							
January	114.8	148.1	-33.38	-1,888	+102	100.3	31.71
February	108.8	148.8	-40.08	-1,888	-18	100.0	30.48

FINANCIAL- Money supply M0, M1 and M3 (annual percentage change); bank sterling lending to private sector; building societies' net inflow; consumer credit; all seasonally adjusted. Clearing Bank base rate (end period).

	M0 %	M1 %	M3 %	Bank lending	BS inflow	Consumer credit	Base rate %
1987							
4th qtr.	4.8	22.2	22.0	+11,262	3,001	+988	8.80
1988							
1st qtr.	5.2	26.8	26.8	+12,983	3,887	+888	8.80
2nd qtr.	6.0	28.8	28.4	+15,943	4,170	+1,109	8.80
3rd qtr.	7.7	31.8	32.7	+18,740	3,182	+1,082	11.20
4th qtr.	7.7	31.8	32.5	+18,579	3,188	+873	12.70
May	8.4	30.0	30.8	+17,798	3,388	+383	7.50
June	7.3	28.0	28.0	+15,182	3,238	+428	8.20
July	8.1	30.1	31.1	+16,182	3,282	+348	10.80
August	7.8	28.8	28.8	+15,374	3,178	+471	12.80
September	8.5	31.8	32.7	+18,879	3,211	+378	10.80
October	7.7	31.8	32.7	+18,879	3,211	+378	10.80
November	7.7	31.8	32.5	+18,108	3,188	+382	13.80
December	7.7	31.8	32.5	+18,108	3,188	+382	13.80
1989							
January	7.2	31.8	32.5	+18,108	3,188	+382	13.80
February	6.5	33.8	32.2	+2,288		+284	13.80
March							13.80

INFLATION- Index of earnings (1985=100); basic materials and fuels; wholesale prices of manufactured products (1985=100); retail prices and food prices (Jan 1987=100); Retailer commodity index (Sept 1981=100); price weighted value of sterling (1970=100)

	Earnings	Basic matts.	Wholesale	RPI	Food	Retailer com.	Sterling
1987							
4th qtr.	126.8	96.4	108.8	103.2	101.7	1,088	74.8
1988							
1st qtr.	121.8	96.8	111.8	103.7	102.5	1,107	75.3
2nd qtr.	124.8	97.8	112.8	104.2	104.8	1,117	77.8
3rd qtr.	127.8	98.8	113.8	104.7	104.7	1,108	78.8
4th qtr.	131.8	100.1	115.2	105.7	105.7	1,107	77.3
May	128.8	98.8	114.8	104.8	104.8	1,108	78.8
June	128.8	98.4	113.8	104.8	104.8	1,107	78.8
July	128.8	98.8	113.8	107.8	104.4	1,088	78.8
August	127.8	98.8	114.8	108.8	104.8	1,078	78.8
September	127.8	98.8	114.8	108.8	104.8	1,078	78.8
October	128.8	98.8	114.8	108.8	104.8	1,078	78.8
November	131.2	98.8	115.2	110.8	106.7	1,088	77.1
December	132.7	102.8	115.4	110.3	106.8	1,088	78.8
1989							
January	131.7	102.8	116.8	111.0	107.4	1,088	87.8
February		101.7	118.8	111.4	107.4	1,088	87.4
March							86.8

*Not seasonally adjusted
†Net changes in amounts outstanding, excluding bank loans.

THE AUTOMATIC IDENTIFICATION INDUSTRY

The Financial Times proposes to publish this survey on:

10th May 1989

For a full editorial synopsis and advertisement details, please contact:

Jonathan Wallis
on 01-873 3565

or write to him at:

Number One
Southwark Bridge
London
SE1 9HL

FINANCIAL TIMES
A LONDON BUSINESS PUBLICATION

UK NEWS

Chemical industry set to continue investment surge

By Peter Marsh

BRITAIN'S chemical industry is due to continue its investment surge during 1989, with total capital spending likely to reach £2.0bn, a 9 per cent increase on last year taking into account inflation.

This forecast yesterday from the Chemical Industries Association follows two years of booming demand and good profits for many of the world's big chemicals companies. Although some analysts believe the chemicals industry will suffer a downturn over the next few years, the association predicts no let-up in the rate of increase in plant investment.

According to yesterday's forecast, there will be a further rise in capital investment in 1990 to £2.3bn, a level expected to remain about the same in 1991.

The association said there had been a large increase in the proportion of capital investment directed at projects involving health, safety and environmental studies.

The proportion of total outlays being spent in these areas is likely to be about 15 per cent this year, compared with half this in 1982.

This year's likely increase in investment comes on top of a surge in spending in the UK industry since the mid 1980s when capital spending was about £1bn a year. Capital outlays in 1988 totalled £1.7bn.

The association said yesterday the investment plans showed the industry "took a confident view of the future."

The chemicals business, with output of about £25bn a year, is one of Britain's biggest manufacturing industries with a strong export record.

Individual companies likely to account for much of the new spending include big businesses such as Imperial Chemical Industries, Britain's biggest chemical company, Shell and British Petroleum, all of which have announced significant new production projects over the past year.

Of the £8.6bn likely to be spent between 1989 and 1991 on capital programmes, 85 per cent is due to be spent on expanding the drug sector. About a quarter is due to be spent in projects involving petrochemicals and plastics.

Glaxo plans marketing expansion in Japan

By Peter Marsh

GLAXO, Britain's biggest pharmaceutical company, plans to employ 500 new marketing staff in Japan over the next four years to boost sales in the world's second biggest market for drugs after the US.

Mr Bernard Taylor, chief executive, said Japan was the one major country where he thought Glaxo's marketing presence was insufficient. The 500 extra staff will be mainly new graduates. They will join the 500 Glaxo marketing staff already based in Japan.

Glaxo has grown strongly in recent years, especially in North America, but Japanese sales have remained small. Of the company's £3.1bn sales last year, 10 per cent came from two-fifths while only 6 per cent came from Japan and the rest of the Far East.

The company, the second biggest drug group in the world after Merck of the US, is also planning to expand its research and development activities, with annual spending likely to double by 1993 to about \$450m.

Mr Taylor said he remained bullish about the prospects for many of the 10 or so medicines passing through the late stages of the company's research pipeline.

He acknowledged, however, there had been a delay in the trials programme involving a new Glaxo drug, code named GR3002.

This product is under development for treating a range of brain-related conditions and is thought by many analysts to have a high sales potential.

Glaxo said two years ago that it expected to apply in early 1989 for a government licence to sell the product for anti-anxiety applications. Mr Taylor said this was now unlikely since more time was needed to complete trials.

He said prospects for the product in this application still looked good, but said he did not want to discuss how long it was likely to be delayed.

Glaxo is also developing GR3003 for treating sickness associated with anti-cancer drugs. Mr Taylor said that this aspect of the programme was roughly on course.

The company hopes soon to apply for a product licence for this use.

Gorbachev picks showpiece of British technology

By Terry Dodsworth, Industrial Editor

MR MIKHAIL GORBACHEV'S reputation for throwing up surprises will not be diminished by his choice for a factory visit during his visit to Britain today.

The Soviet Premier has chosen an appropriately unconventional company for his factory tour today. It is Case Communications, a subsidiary of the Dowty aerospace and electronics group.

Case Communications is as much a representative of the new guard in UK industry as Mr Gorbachev is in Soviet politics. The company specialises in data communications, making electronic "black boxes" and selling services that allow its customers to link their computers together.

It has grown rapidly in the 1980s by showing the sort of technological innovation and managerial agility which Mr Gorbachev is trying to inculcate in the troubled Soviet economy.

Case was very much the choice of the Soviets themselves, according to the Department of Trade and Industry.

The department put up a suggestion list of about six high-tech companies selected from the great and the good of

the British electronics industry - companies such as British Aerospace and the ICL computer group are thought to have been among those proposed.

However, Soviet Embassy officials decided that they preferred Case, which was definitely not among the companies suggested.

"We would like to think it is something of a coup," Mr Tony Thatcher, chief executive of Dowty, said yesterday. "Mr Thatcher - no relation of the Thatcher Mr Gorbachev has come to know so well - says that the main reason for the choice is that the Russian leader 'wanted to see the way we have sorted the factory out'."

</

UK NEWS

Companies reveal jobs training lethargy

By Charles Leadbeater, Labour Editor

LARGE COMPANIES are extremely unenthusiastic about taking part in Employment Training, the Government's £1.5bn a year programme for the adult unemployed, according to an unpublished report commissioned by the Department of Employment.

The report says it could take several years to persuade large companies to participate in the programme, which the Government has said should improve job prospects for the unemployed by offering them training with employers.

The report by the Institute of Manpower Studies, at Sussex University, is based on interviews with 40 companies, mostly employing more than 1,000 workers.

It found that most companies doubted whether the long-term unemployed could be trained to sufficiently high skill levels. They were highly critical of what they described as the excessive inflexibility, jargon, bureaucracy and confusion of the division responsible for running the scheme.

Only about 151,000 people have joined the programme, which was launched in September, with the aim of providing an average of six months training to 600,000 people a year. The Government launched a second advertising campaign at Christmas to overcome large companies' reluctance to offer work experience placements for the scheme.

All but three of the 40 companies interviewed had participated in previous government training and employment initiatives. But the survey found that only nine expected to take part in ET and of those eight would limit their interest to seeing how the scheme ran.

Even companies which are reappraising their recruitment policies in the face of mounting skill shortages and the decline in the number of young people over the next four years, were extremely doubtful that ET would provide them with an alternative source of skilled labour.

One employer in south-east England is quoted as saying: "If they need to be on this kind of scheme around here, where there is so much work going begging, then there must be something terribly wrong with them as potential employees, so they aren't going to be much use even after training."

Another said: "Where is the benefit to us in selecting from a bunch all of whom are likely to be unemployed, otherwise they would not be on the scheme anyway? One said of some of the special categories of unemployed people admitted to the scheme, such as the disabled and ex-offenders: "These categories are just official jargon for the general riff raff they want us to take."

Nationalised industries' rate of return to be raised

By Ralph Atkins and Terry Dodsworth

THE RATE of return required on nationalised industries' investment programmes is to be raised to 8 per cent from 5 per cent - the first increase for more than a decade, the Government said yesterday.

The rise is designed to bring public sector companies closer to the performance of private sector companies. The Treasury said it would not discourage investment although initial reaction by nationalised industries yesterday was mixed.

The new rate of 8 per cent in real terms before tax will apply to nationalised industries and public sector trading organisations such as Her Majesty's Stationery Office, the Government printer and publisher.

Required rates of return were introduced in the 1978 White Paper on Nationalised Industries. They apply to investment programmes as a whole rather than individual projects and are taken into consideration when financial targets are set by the Government.

The Treasury said that since 1978 the rate of return in the private sector has risen to about 11 per cent and that this higher profitability was sustainable. The 8 per cent set for the public sector reflected the lower risk of investment projects and a desire to keep the rate fixed over the medium term.

It said that all investment by the public sector should earn a proper rate of return. The new requirements would have no impact on pricing during the lifetime of existing financial targets, it said.

The Post Office said yesterday that it has been achieving rates of return of between 5 and 8 per cent on its assets, although the company sets its main targets on the basis of returns on turnover.

"The new targets will be incorporated into our plans for 1989-90," the company said. British Rail said that in the three divisions not supported by Government funds - its InterCity, freight and parcels services - it had been aiming for a 5 per cent return on investment by the 1992-93 financial year.

Mr Michael Parker, director of economics at British Coal, said his company was already achieving comfortably to exceed the 8 per cent level. "It will have no impact on us whatever," he said.

UK subsidiary seeks to end eight years of losses Renault Truck Industries aims for break-even point this year

By Kevin Done, Motor Industry Correspondent

RENAULT Truck Industries, the UK subsidiary of Renault Vehicules Industriels, the French commercial vehicle maker, is aiming to break even this year after eight years of losses.

RTI cut its net loss last year to £1.5m - its best financial performance since the company was formed in 1981 - from a deficit of £3.1m in 1987 and £10.2m in 1986.

The Dunstable-based truck maker, formerly Dodge Trucks, which was taken over by Renault in 1981, has run up total net losses in the UK of £39.8m in the eight years from 1981 to 1988.

The group achieved its first operating profit in 1987, however, of £600,000 compared with an operating loss of £6.5m in 1986, and operating profits improved further to £4.3m in 1988, according to unaudited figures.

The RTI truck operations workforce was cut further last year to 1,167 from 1,319 in 1987 and has been more than halved in the last 10 years from 2,747 in 1981. At the same time truck stock levels have been reduced drastically to 198 vehicles in 1987 and 383 in 1988 from a peak of 2,406 in 1983, while production has been maintained at 4,600-5,000 vehicles a year.

The company still carries a heavy debt burden, however, it incurred £4.6m of net financial costs in 1988 and the big jump in UK interest rates could threaten its drive to break into profit this year.

Despite the overall boom in UK truck sales (above 3.5 tonnes) last year, RTI was one of the few truck makers to suffer a fall in volume sales.

Its sales fell by 8 per cent to 4,639 from 5,042 in 1987. In sharp contrast overall new truck registrations in the UK jumped by 17.2 per cent to 67,918, the highest level reached since the peak year of 1979.

Renault's share of the UK truck market dropped to 6.6 per cent in 1987 and 8.7 per cent in 1988.

Output at Dunstable fell last year by 10.2 per cent to 4,585 from 5,104 in 1987. RTI group turnover was virtually unchanged at £105m, however, reflecting its success in selling a higher volume of heavy trucks.

RTI suffered last year from its heavy dependence on public sector customers, particularly municipalities and utilities, when the major boom in commercial vehicle sales was in the private sector.

At the same time it lost sales of mini/midibus chassis, which had boomed in 1987 after the deregulation of the bus industry.

The UK remains one of Renault's weakest markets in Europe. Overall Renault Vehicules Industriels took a 12.3 per cent share of the European truck market (above 5 tonnes) last year and achieved record net profits of FFr 1.2bn (£112m) last year.

Government to shake up statistical services

By Simon Holberton, Economics Staff

THE GOVERNMENT yesterday unveiled a radical reorganisation of its statistical services after widespread criticism of the quality of its economic figures.

The reorganisation will increase the size of the Central Statistical Office fivefold and, more controversially, switch ministerial responsibility from the Prime Minister to the Chancellor of the Exchequer.

The Chancellor will also gain ministerial responsibility for the retail prices index, the standard measure of inflation.

Mr Nigel Lawson, the present Chancellor, has in the past been critical including the effects of higher mortgage interest rates in the calculation of retail price inflation, a point of view that has not found favour with the RPI advisory committee.

The quality of UK official statistics has been much criticised in the Treasury, the Bank of England and the City of London financial markets. A civil service inquiry was set up last summer to examine ways of improving them.

In a presentation to the inquiry, most of the recommendations of which were accepted, the Treasury said its reading of the economy had been impaired by the poor state of official data.

The Government accepted the inquiry's recommendation for a greater centralisation of the collection of official data in the UK.

It will take over responsibility for the Trade Department's Business Statistics Office and all the statistical series which the DTI is currently responsible, for example trade figures.

The reorganisation of the CSO represents a significant victory for the Treasury, which has been critical of official statistics recently.

The CSO had hoped it would remain in the Cabinet Office where it has resided since its creation during the Second World War.

The CSO's staff numbers will rise from around 160 to 1,000. Its budget will rise from about £5m to £15-£20m.

Abbey denies monitoring vote

By David Barchard

WITH ONLY three days remaining before the deadline for postal votes in the flotation ballot by members of the Abbey National Building Society, the society yesterday denied reports that its board had monitored the progress of the vote through information supplied by the scrutineers, Deloitte Haslkins & Sells.

In a separate development, the Building Societies Commission issued a further reminder that it might not allow the flotation to go ahead, if it decided that Abbey National's board had been one-sided in presenting the flotation issue.

Mr Michael Bridgeman, head of the Commission, was replying to a letter from Mr Chris Smith, a Labour Treasury spokesman, complaining about alleged partiality in material circulated to members by the Abbey National board.

Mr Bridgeman said that the Commission had no powers to intervene at this stage, but would have to confirm the flotation if the vote was in favour. The vote is believed to be the largest non-political ballot held in the UK with at least 1m people taking part.

Anglo-Irish review publication imminent

By Our Belfast Correspondent

THE OUTCOME of the review of the workings of the Anglo-Irish Intergovernmental Conference, set up under the Anglo-Irish agreement, will be made public within the next few weeks, it was disclosed last night.

In a joint statement after a long meeting of the conference in Belfast, British and Irish ministers said they intended to complete the review and publish the results at their next meeting.

The conference was established under the agreement to institutionalise links between Dublin and London under the terms of the Agreement.

Yesterday's session was co-chaired by Mr Tom King, Northern Ireland Secretary, and Mr Brian Lenihan, the Republic's Foreign Affairs Minister.

Both sides are reported to be keen to widen the scope of conference meetings to include such matters as health, industry and the environment, in addition to political and security issues, but it is unlikely there will be any major changes.

The review has been carried out without the support of Unionists in Northern Ireland, who have refused all offers of talks until the Government indicates its willingness to consider an alternative to the Agreement and suspend the secretariat in Belfast, which services the conference.

Security was high on the agenda at the meeting and Mr King and Mr Lenihan discussed the recent IRA murders of two senior Ulster policemen, who were shot dead as they returned by car to Northern Ireland after a meeting with senior Irish police in Dundalk.

Both governments condemned the killings and reiterated their determination to intensify cross-border security co-operation.

The two sides also discussed the continued disruption to traffic on the Belfast to Dublin railway line, which has caused economic chaos and threatened jobs on both sides of the border.

Other matters discussed yesterday included policy aspects of extradition arrangements between Britain and the Republic, the British Government's new fair employment laws and the upgrading of the Irish language in the Northern Ireland school curriculum.

In Brief

Brussels clears Brel debt write-off

The British Government won conditional clearance by the European Commission to write off £64m owed by Brel, the railway equipment group owned by the British Railways Board, writes William Dawkins in Brussels.

The decision clears Brel's £4m sale to a management six employee consortium backed by Ases Brown Boveri, the Swiss/Swedish engineering group, and Trafalgar House, the UK construction and engineering conglomerate.

The Government must, however, submit an annual report to the Commission showing that the company is sticking to its plans to increase capacity and streamline operations.

Officials said the Commission permitted the write-off on the grounds that Brel was not used to working in normal commercial conditions, that the UK railway equipment market is closed to competition from other member states because of national public procurement preferences, and that the restructuring plan would help curb overcapacity.

EC steel warning

The main body representing UK steel users has warned the European Commission that restrictions on investment in coated steel will harm the competitive position of European steel users.

Brussels is surveying the future market for galvanised and other coated steel which is heavily used in the construction, vehicle and domestic appliance industries.

Rodime resignations

The board of Rodime, Scottish-based computer disk drive maker, accepted "with regret" the resignation of Mr Len Brownlow, chairman and Mr Mervyn Brown, managing director, over measures to help it out of a financial crisis. They have been replaced by Mr Thomas G. Ramp and Mr Peter G. Bailey respectively.

Merchant ships

The UK merchant shipbuilding industry launched 38 ships of 91,259 gross tonnes last year, nearly twice the 45,998 gross tonnes launched in 1987, according to Lloyd's Register, the independent ship classification society.

Lending falls

Consumer lending has fallen sharply in the past six months as a result of the Government's high interest rate policies, Mr John Hoddell, chairman of the Finance Houses Association said. Lending in the last quarter of 1988 was around the level of the same period a year later, he said.

Bank auction

The Bank of England said it is to hold a second "reverse auction" to buy back Government securities and more are likely to be held in the future. The second auction will be held on May 5 and will involve the Bank buying about £500m of medium dated stock. The first reverse auction was held in January.

Orders blow for AB Electronic

By John Ridding

A SHARP FALL in orders from one of its major customers prompted AB Electronic Products to warn yesterday of a decline in profits for the year to the end of June. Its share price fell 49p to 386p.

Interim results for the six months to the end of December 1988 showed a 10.9 per cent rise to £7.04m in pre-tax profits. Trading profit, however, slipped from £7.13m to £7.04m reflecting the sales fall to a customer of its assembly product unit - believed to be IBM.

The downturn first emerged in October but was more prolonged than initially expected. Consequently, the company expects the impact to be greater in the second half.

Analysts, who had originally been looking for profits in the region of £19m have revised estimates downwards to around £15.5m. In the year 1987-88 profits doubled to £16.4m.

Mr Peter Phillips, chairman, said that orders from the customer concerned were now improving and that a full recovery was expected over the next few months.

Turnover for the interim period slipped from £97.6m to £97.1m and while profits benefited from a sharp reduction in the interest charge from

£782,000 to £36,000 fully diluted earnings per share slipped to 16.1p (17p) because of a rights issue at the end of 1987 and earned out conditions concerning a previous acquisition. The board has proposed an interim dividend of 4p (3p).

Mr Phillips said that with the exception of the assembly product business all the group's divisions had experienced an improvement during the period. Telecommunications benefited from its expertise in cable, satellite and security systems and a good performance was recorded by its automotive division, particularly in Germany.

Cadillac,

America's luxury car leader,

is pleased to announce

its exclusive U.S. delivery plan

for European residents.



With Cadillac's new U.S. delivery plan, residents of Europe can purchase luxurious, V8-powered Cadillacs at substantial savings while visiting the United States. Each new Cadillac sold under this plan will be especially equipped to meet all regulations of the home country, yet legally can be driven in America.

Other benefits: A chauffeur-driven Cadillac takes you from the airport to the Cadillac dealership. Your Cadillac is exempt from U.S. purchase tax. You save the considerable expense of car hire costs. All details are handled by a participating European Cadillac dealer.

Before your next business trip or holiday to the United States, visit a General Motors Sales Agent or simply mail the attached form for more information on Cadillac's exclusive new plan. Orders for 1989 model cars must be placed at your dealership by May 5, 1989.

THE CADILLAC U.S. DELIVERY PLAN

NAME _____

ADDRESS _____

CITY _____

COUNTRY _____

TELEPHONE NUMBER _____

Mail to:
 Cadillac Regional Marketing Office
 GMODC/IES-Europe
 c/o General Motors Service G.M.B.H.
 Eisenstrasse 2, Postfach 1507
 6090 Ruesselsheim
 Federal Republic of Germany

 The only way to travel is Cadillac Style.™

Nokia Data.

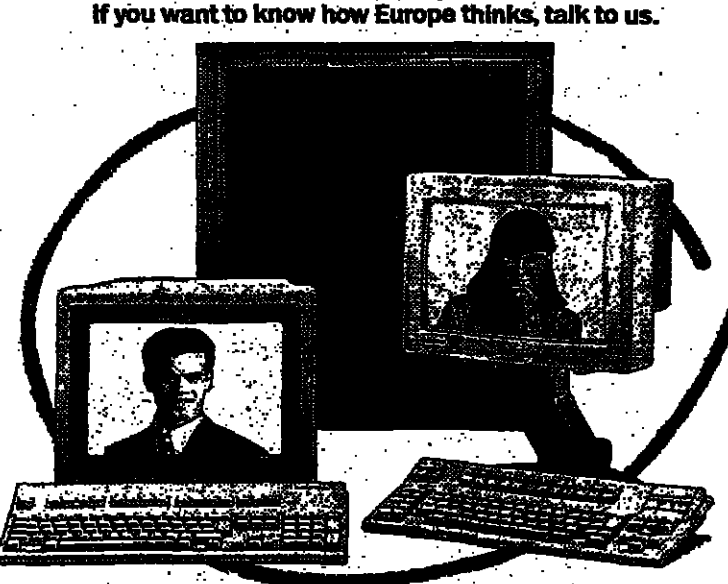
Now you're talking.

Nokia Data.
 One of Europe's largest information technology groups. And the only company that designs and manufactures in Europe, for Europeans.

We are dedicated to bringing people and information together. With our Alfaskop workstations, terminals, networking, and multi-user business systems.

Providing business solutions with a particular emphasis on finance, distribution, travel and manufacturing industries.

If you want to know how Europe thinks, talk to us.



NOKIA DATA
 The way Europe's thinking. 01-569 7700.

Nokia Data Limited, Nokia House, Great West Road, Brentford TW9 5DN.

TERMINALS - PCs - NETWORKS - LEADS - BUSINESS & OFFICE SYSTEMS - SUPPORT & SERVICES

MANAGEMENT: Marketing and Advertising

Equally maddening to booksellers and authors alike is the fact that publishers fail to distribute their books; a joke in the industry is that British publishers think marketing means giving a launch drinks party.

Even authors have difficulty finding their own best-seller on the shelves of their local bookshops; they resort to phoning in with ghost orders.

Traditionally, booksellers buy most of their stock from publishers. But deliveries can take up to a month; Oxford University Press was notorious for taking six.

"Publishers produce beautiful, lovely books," says Timothy Melgund, marketing manager of Heathcote Books, a paperback wholesaler, "but they are shooting themselves in the foot by distributing so badly."

West Germany, France and the Netherlands have long had large national wholesaling operations. Observers of the industry in Britain are surprised that wholesalers do not establish themselves sooner in the UK, where they consider that centralised collection and distribution would bind a fragmented industry. But now a new breed of wholesaler has moved into the market on the back of the publishers' inefficiency and last year they took 20 per cent of the business.

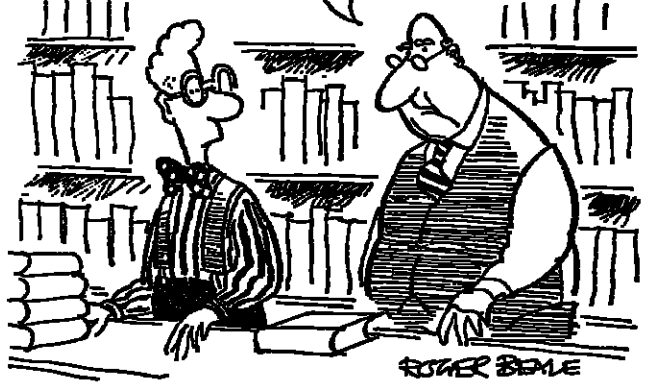
There are now six national book wholesalers in the UK, and the biggest is less than a year old. Speedy delivery of orders, via computerised stock control systems, is the essence of their service.

Last year, W H Smith, the UK's largest book retailer, set up Heathcote Books. Its rival, John Menzies, already has Hamrick's Wholesale, which is expanding fast and concentrating its nationwide wholesale operation on a new warehouse in Birmingham this autumn.

Heathcote takes orders by fax, 24-hour telephone lines, telex and pre-paid envelopes. It promises 24-hour turnaround, which means that the books - and minimum orders are not required - leave the warehouse in a Securicor van within 24 hours.

In the year ending May 1989, turnover is set to reach £21m, and Heathcote predicts it will double that by May 1991.

WE'VE GOT COMPUTERISED STOCK CONTROL, DISCOUNT PRICING AND 24-HOUR DELIVERY. ALL WE NEED NOW IS FOR PEOPLE TO READ A BIT FASTER



A growing business with a dwindling customer base

Rachel Johnson explains the paradox of Britain's book wholesalers

quicker service, but it is more expensive than that of publishers, which explains their limited penetration into the UK market. The total wholesale market is estimated at £150-£200m, out of annual industry sales of about £1.5bn.

Wholesalers tend to operate on a 15 per cent gross margin. They buy from publishers at a 50 per cent discount, and sell to the retailer at 35 per cent.

Wholesalers say that the service they offer makes their price worth paying. Small bookshops, with little shelf space, do not need to clutter up their shelves and backrooms with orders from publishers, or remaindered piles of titles.

wholesaling is causing a revolution in the book trade. Wholesalers, he says, are exposing a wider range of books to the risk of sale than before. But various things are threatening their new-found success.

The obvious problem is their expense, which retailers consider prohibitive. Even the major players like Dillons do not relish paying a premium, even for a fast service, which is vital for the health of the small independents.

Terry Maher, chairman of Pentos, says that Dillons, which it owns, only uses a wholesaler in an emergency; otherwise Dillons relies on the publisher to get books onto the shelves. A chain bookshop will use a wholesaler only to "top up" stocks of fast-moving titles. Bertram recently supplied a chain with 20,000 copies of the top-selling BBC Diet Book for sale the next day; publishers could not meet demand so quickly, though they offer better financial

terms. The question mark hovering over the future of the small independent bookshop, the wholesalers' biggest customer, is another worry.

Bertram thinks that the campaign, spearheaded by the Pentos chairman, to abolish the Net Book Agreement, which allows publishers to set minimum prices for their books, will push up book prices and the small independent bookshop out of business.

"The discounted book will look like a bargain, and the recommended retail price will seem like too much. Small bookshops make their money on top sellers, and once this icing goes to the big boys offering discounts, the small shop will go bust," says Bertram.

Wholesalers are also concerned that the small high street bookshop will not be able to afford the higher business rates, scheduled to be levied in 1990, and will have to close their sites to the chains.

These "multiple chain outlets" such as Waterstones, Sherratt & Hughes, Hatchards and Dillons, could then be expected to buy independents.

Arthur Young, the management consultancy, predicts that the multiples will increase their share of total books sold from 17 per cent in 1985 to 23 per cent in 1993, all at the expense of the small independent. The consultants expect between 200 and 300 small bookshops to close by 1995.

On top of these threats, the Pentos group is winning itself a reputation for "aggressive credit management," which in turn is hurting the wholesaler.

According to the industry's publication, The Bookseller, this amounts to taking longer credit periods than almost any other leading bookseller - up to 100 days to pay monthly accounts.

Both Bertram and Heathcote stopped supplies to the Dillons shops last month, and there have been complaints from both wholesalers and publishers that Dillons' suppliers were being used as bankers.

"Late payments mean that Dillons will soon be looking at empty shelves, and will be in no position to offer its customers discounts if it breaks the Net Book Agreement," says Bertram.

Despite these problems, wholesalers say they are set to thrive. They have technology, speed, and they offer an essential service to the small independent bookshop. But if their main customer disappears, they will have to woo the big chains.

Agency fees

'It keeps us on our toes'

Philip Rawstone explains why Hyde is paid by results

When a company has to replace its advertising agency, it loses a significant investment, says Thyne Hansen, director of communications for Dow Europe, the chemicals group.

"A great deal of time and effort goes into ensuring that the agency understands the company, its culture, its business, its products. If the agency goes all that is lost, and you have to start all over again with a new agency."

"I want to do everything I can to ensure that the investment in our agency produces a return not only in the immediate future but that it is also going to produce greater returns in the long term."

It was with such thoughts in mind that a year ago Hansen proposed to Hyde & Partners, its London advertising agency, a new kind of relationship based upon performance-related payment for its services.

Hyde, a business-to-business specialist whose clients include Gould Electronics, Amdahl and Blue Circle, had then been working for Dow Europe for some 18 months on advertising, direct response, and public relations campaigns, many of them pan-European in scale.

It was paid for this work under a standard agency contract, partly by commission - mark-ups on advertising space and other products and services bought on Dow's behalf - and partly by fees.

Hansen says: "I emphasised that I was not just trying to find a way of reducing that compensation. I fully expected to continue to compensate Hyde at competitive levels for the service it provided."

A four-fold increase in Dow business for the agency this year - at £4m a year, it now represents a fifth of Hyde's turnover - undoubtedly sweetened the approach. But Peter Hyde, chairman and managing director, says: "The mutual trust already established was a key factor in enabling us to redefine our relationship."

Hyde recognised the potential advantages of a new performance-related payments system. "If it worked well, it meant that Dow would never take its business away."



The right label sells more works of art

Hyde's work for Dow includes advertising, direct response, and PR, much of it on a pan-European scale

our toes by giving us incentives to improve our service, exceed Dow's expectations, and earn a bonus. It would mean that any problems could be identified quickly and precisely, and removed before they soured the business relationship."

Hansen and Hyde agree that it was the strength and sophistication of the agency's internal accounting and administrative controls that proved the basic essential for devising the new compensation system.

Hyde says: "Our computer software enables us to monitor exactly the level of service given to each of our clients; to measure costs precisely, and to check continuously certain key ratios to ensure we remain a profitable agency."

These internal controls are open for Dow's inspection. As a result, Dow is able to appreciate the extent to which Hyde buys goods and services on its behalf - and the cash flow problems that might ensue for the agency if Hyde's mark-ups on the deals were removed and Dow was "delinquent" in paying the accounts.

Dow responded by offering to underwrite Hyde's cash-flow with an annual cash injection based on the net costs of third

party purchases. With the removal of this element of risk, Hyde, in turn, was able to offer to pass on any discounts obtained as well as a reduction in its hourly charges for its work for Dow. "We proposed certain rates," says Hyde, smilingly, "and Dow beat us down."

Basic remuneration thus agreed, Hansen and Hyde then set about establishing a system of measuring the agency's performance that would determine whether, at the end of each year, it would get a bonus or forfeit some of its profit.

"It had to be a qualitative evaluation," says Hansen. It was decided - with some "psychological objections" from Hyde - that a zero rating would be set for a level of service that met Dow's expectations. Plus or minus ratings would measure the extent to which performance exceeded or fell below that norm.

The two men drew up a list of about 40 criteria on which the agency's service would be rated. There would be an overall assessment of the agency's work, and judgments on performance in specific areas such as account management, research, public relations, media, creativity, production

and finance. On its handling of Dow's media requirements, Hyde's service would thus be measured according to the effectiveness of its negotiation of advertising rates, its ability in selecting media positions, its control of media budgets and its help in providing Dow with general media information.

On the production side, it would be judged by the efficiency in selecting and handling suppliers, by the quality of print and press reproduction, and by its ability to meet delivery deadlines.

The agency's creativity would be evaluated by reference to the concepts accepted as "right first time", and by the quality of visual executions and draft copy.

Overall, Hyde's commitment to Dow, its responsiveness to the tasks set for it, and its control of job budgets would be taken into account.

The evaluation, it was agreed, would be carried out by the Dow executives working most closely with Hyde. Hansen gave them an individual "weighting" according to their degree of involvement to make it less likely that the evaluation would be distorted by any one-off involvement.

To identify any problems that Dow itself might create in the working relationship, a set of criteria was then established to enable Hyde's staff to evaluate Dow's contribution, in setting realistic budgets and timescales for its targets, in supplying technical and market data, and in its speed of approval for work orders, invoices and payments.

An arbitration procedure was also agreed. "But that is not a provision to allow either of us to scrap the system if we do not like the results," says Peter Hyde. "We have set agreed objectives. Arbitration should ensure that nobody can manipulate the situation."

"The new payments system came into operation on January 1 this year, with upper and lower limits set for Hyde's total remuneration. "If we achieve the highest possible rating, we shall double our profit this year on the Dow business," says Peter Hyde. "On the lowest rating, we would cover our costs but make no profit at all."

RECOGNITION

To Companies helping turn the wheels of economic and social progress in the developing countries of Asia, Africa and Latin America, an invitation to register for the 1989 World Development Awards for Business.

The purpose: The Centre for World Development Education with support from the Overseas Development Administration of the Foreign & Commonwealth Office, wish to recognise and broadcast the achievements of those enlightened British Companies who regard their success and the development of those countries in which they operate as part of a single strategy.

for your Company: **World Development Awards for Business 1989**

CWDE, Regent's College, Inner Circle, Regent's Park, London NW1 4NS. Tel: 01-487 7410

The Awards
In order to encourage others to follow, four trophies will be awarded annually:
The IBM Award for Sustainable Development (for commercial activity that has moved a community towards developing its own sustainable resources).
The RTZ Award for Long-term Commitment (for a Company whose operational commitment to the sustainable development process is proven over time).
The Williamson Tea Award for Social Progress (for a commercial activity which has made an important contribution to social progress).

The CWDE Award for Effective Communication
(for an item of company publicity material which increases understanding of the contribution which can be made to development by British business).
The Judges & timetable
Award-winners will be selected by a Panel of Judges to include Lord Callaghan of Cardiff, Baroness Burt-Figgs, Rt. Hon. David Howell, MP, Mr Oliver Lafourcade, Sir Peter Marshall, Dr I.G. Patel, Mr David Saragur. Whatever its size, your Company may merit such influential recognition. You are invited to send now for entry forms - no fee - so that your firm is eligible on 23 June, 1989.

'Old Soldiers Never Die...'
but as they 'fade away' they so often need our help
Please give so we can give to them
TO: THE ARMY BENEVOLENT FUND
DEPT. FX 41 QUEEN'S GATE, LONDON SW7 5HR
I enclose a donation of £ [] or charge my Access/Visa card No. [] Expiry date of card: []
I am going to donate through the Payroll Giving Scheme. Please send me your booklet 'Benevolence in Action'.
Signature: [] Name: []
Address: []

GREECE FUND Limited
International Depository Receipts issued by MORGAN GUARANTY TRUST COMPANY OF NEW YORK EVIDENCING 1000 PARTICIPATING SHARES OF USD 0.01 EACH

INTERIM REPORT
The Directors of Greece Fund Limited announce the unaudited results for the period ended 31st December 1988.

	From incorporation to 31st December 1988
	USD'000
Dividends and interest from investments	89
Deposit interest	241
Total Revenue	330
Expenses and interest	172
Revenue before taxation	158
Taxation on the revenue	24
Net revenue after taxation	134
Earnings per share	USD 0.134
Net Asset Value per share	USD 0.70

In accordance with the intention expressed in the Placing Memorandum dated 7th September, 1988, the Directors anticipate that dividends will be paid annually and are not declaring the payment of an interim dividend.

The 19th of September 1988 marked the inception of Greece Fund Limited which to the end of December showed a decrease in net asset value of 1.6% compared with a decrease, over the same period, of the Athens Stock Exchange Composite Price Index of 1.3% and a rise in the value of the Greek drachma against the U.S. dollar by 2.8%.

The Interim Report is available from the Depository at the address indicated below
MORGAN GUARANTY TRUST COMPANY OF NEW YORK
35 Avenue des arts
1040 Brussels
as Depository

Europe through technology

flanders technology international 1989

Over 800 leading technological companies from around the world will be presenting their very latest products.

On the granting of 'US Trade Fair' status, advanced technology products will be presented.

The event will focus on the telecommunications and computer industries.

7-11 89

Ghent Belgium 24 April - 1 May



Take off for £25 and give the children a break.

We'll offer you a free 'companion ticket' for a partner to any British Airways destination out of Gatwick North if you'll help to raise £1 million for Save The Children.

Simply book one full fare return ticket before 12th May for any flight up to the end of August and make a

donation of just £25 (for European destinations) or £50 (for International destinations) to receive your second ticket. It could be just the break your partner needs. It's certainly a break the children need. For full details,

talk to your travel agent today or telephone British Airways on 01-897 4000.

**GATWICK
NORTH
TERMINAL**
Save the Children
BRITISH AIRWAYS

TECHNOLOGY

A problem becomes a quantum opportunity

Clive Cookson explains why electronics researchers are focusing on ultra-small devices

Over the past two decades the electronics industry has reduced the size of components on a typical integrated circuit from ten microns (millions of a metre) to one micron. This has led to spectacular improvements in performance and to reductions in cost and energy consumption. But the laws of physics mean that a further tenfold reduction in the size of conventional electronic components will not be possible. When a transistor is made as small as 0.1 microns, the electrons which carry the electric current no longer operate as free-flowing particles - and "quantum" effects begin to interfere with normal operation.

These present the industry not only with a problem but also with a tremendous opportunity. Researchers are designing a new range of ultra-small electronic devices which take advantage of quantum effects to work much more quickly than conventional components.

Texas Instruments recently announced the development of "the world's first quantum effect transistor" at its Dallas laboratory. It is 100 times smaller and capable of switching 1,000 times faster than a conventional transistor.

"Practical applications are about a decade away, but one day we might see a lap-top supercomputer that runs on flashlight (torch) batteries," says George Heilmel, chief technical officer at Texas Instruments. "The increase in performance - and decrease in cost per function - that quantum effect devices promise make comparing them with today's semiconductors like comparing semiconductors with yesterday's vacuum tubes."

Quantum effects begin to come into play when semiconductor materials are laid down in layers, each less than 100 atoms thick. The electrons can no longer move freely in all three dimensions and under this constraint they begin to behave not only as particles but also as waves. They occupy specific non-overlapping

energy levels and "resonate" when confined to a region the same size as their wavelength, rather like a piano wire or guitar string producing sound at its resonant frequency.

Many quantum effects can only be described by mathematical equations, and attempts to explain them in everyday language inevitably sound bizarre. An example is resonant "tunnelling" - a key concept in quantum electronics by which an electron or other subatomic particle can pass through what would be an impenetrable barrier according to the laws of classical physics. It has been suggested that the phenomenon of "cold" nuclear fusion, announced at the University of Utah last month, is a quantum effect - atomic nuclei joining together as a result of tunnelling.

John Beby, professor of physics at Leicester University, says that the difficulty of

'One day we might see a lap-top supercomputer that runs on torch batteries'

explaining quantum electronics is one reason why the field receives so little attention from the public compared with more glamorous subjects, such as high energy physics which can be visualised in terms of tiny particles smashing into one another at very high speeds.

Despite the lack of public interest, governments and industry are committing substantial resources to research into the "low-dimensional structures" which produce quantum effects. The UK Science and Engineering Research Council has spent £22m on its Low-Dimensional Structures and Devices Programme over the past five years. SERC estimates that 620 scientists and research students are working on the subject in Britain.

There are two techniques for laying down extremely thin layers of atoms in order to

make low-dimensional structures. Both require very sophisticated computer-controlled equipment.

Molecular beam epitaxy (MBE) is the most sensitive method and it can be used to make a layer just one atom thick. Beams of atoms or molecules are deposited on a heated surface in a vacuum.

Metal organic chemical vapour deposition (MOCVD) is a slightly less sensitive but more versatile technique. Gases such as trimethylgallium and arsine are mixed with a carrier (usually hydrogen) and allowed to flow over a heated surface. There the gases dissociate and deposit the semiconductor constituents as atomic layers.

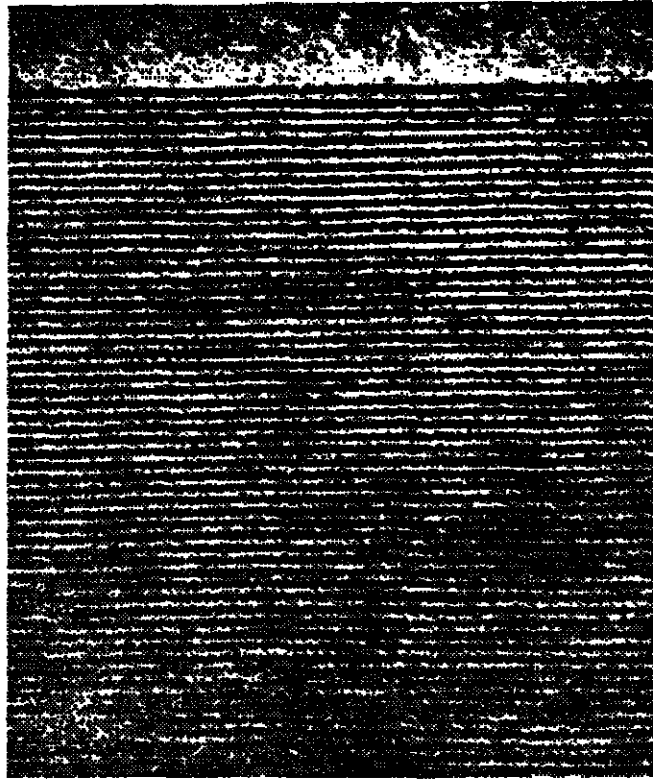
"Low-dimensional structures have enormous promise for the future, but the practical applications at the moment tend to be in niche markets," says Professor Michael Pepper, who heads the semiconductor physics group at Cambridge University.

The most important commercial application of quantum electronics so far is to produce more efficient semiconductor lasers. STC, the UK electronics group, makes powerful military lasers which use quantum effects.

This year STC, at its factory in Devon, will start to produce quantum effect lasers for the new optical media being introduced to store computer data. And the company has a contract from the European Space Agency to develop similar lasers for flashing messages between satellites.

These "quantum well" lasers are based on layers of gallium arsenide four or five atoms (0.02 microns) thick. The electrons and holes (electron vacancies which act as positive charge carriers) are trapped in very small regions in the semiconductor," explains Roger Gibb, technical manager of STC's optical devices division.

"This makes the recombination of electrons and holes, which is responsible for the light emission in a laser, much more efficient." Quantum lasers under devel-



This is a cross-section of a "quantum superlattice" grown at Philips Research Laboratories in Redhill. The image, taken with a transmission electron microscope, shows alternating layers of gallium arsenide and aluminium arsenide. The thickness of each layer is three atoms or about 0.07 microns - 10,000 times thinner than a human hair.

opment at Standard Telephone Laboratories, STC's research centre in Harlow, will generate many megawatts of energy per square centimetre. "They will be much brighter than the surface of the sun," says Professor Colin Goodman of STL.

Most development work so far has focused on ultra-thin layers, in which the movement of electrons is constrained in one dimension and free in the other two. But scientists expect to obtain more spectacular quantum effects by imposing restrictions in one or both of the remaining dimensions.

In a "quantum wire" the electrons are free to travel in one dimension. And the ultimate low-dimensional structure is a "quantum dot" or "quantum box" which does not extend for more than 100 atoms in any dimension.

Researchers have made quantum wires by using high resolution electron beam lithography to slice up atomic layers that have been laid down by MBE or MOCVD. And the wires can be moved again to produce quantum dots. But the techniques used so far are

not sensitive or reliable enough to make commercial devices.

However, Professor Pepper's group in Cambridge is developing "the next generation" of equipment which will combine MBE and lithography in a single machine. With this, it will be possible not only to produce better quality quantum wires and dots but also to make entirely new devices based on alternating sequences of atomic layers - known as "quantum superlattices" (see photograph).

Researchers at the University of California, Santa Barbara, have taken a quite different approach to quantum wires. Professor Pierre Petroff and his colleagues recently succeeded in making a parallel array of millions of ultrafine wires in one stage by MBE.

They grew the wires on the microscopic steps of a tilted crystal surface. The technique works because the atoms, once deposited, migrate and accumulate in these steps - rather like snow drifting across a ploughed field and accumulating in the furrows.

Photos from a chip

TOSHIBA, the electronics company, and Fuji Photo Film have made an agreement which should help take the electronic still camera into the consumer market.

The two Japanese companies are working on a product, called the IC Card Camera, in which images are stored in a digital, compressed form in integrated-circuit memory chips, rather than on the two-inch magnetic disk stores of current designs. Both companies believe that the establishment of an industry format in this area is the key to broad market acceptance of the product.

A main aim is a storage capacity comparable with conventional film cameras. It is hoped that the signals coming from the image sensor can be sufficiently compressed to record 50 frames on a 20 megabit card.

It is expected that the card will use Toshiba electrically erasable, programmable, read-only memory (EEPROM) devices. These hold data indefinitely without a battery, whereas the prototype cameras developed so far have used random access memory, which needs battery back-up.

Toshiba and Fuji believe that they will achieve picture quality comparable with Super-VHS video and better than with rotating disk storage.

Since the picture information is held in accessible digital form, picture content and colour can be modified. And with no moving parts, reliability is expected to improve.

Foam insulation without CFCs

FOAM plastic for use in the building industry, produced without chlorofluorocarbons (CFCs), has been developed by Cape Phenolics of Tyne and Wear, in the UK. CFCs are widely believed to be destroying stratospheric ozone, allowing excessive ultraviolet light to reach the earth's surface.

The foam plastic, which is made in board, slab and block form, is said to be ideal for industrial insulation, particularly in heating and ventilating systems and in industrial plant which calls for lagging. Known as Capaphen, the

material is claimed to react better to fire than other plastic foam products. It generates negligible smoke of low toxicity and also has low water vapour transmission. The thermal conductivity, or "k" value, is 0.03 and the material can be used between -190 and +120 deg C.

Foam plastics account for 18 per cent of the UK's total CFC consumption. In 1987, about 26,000 tonnes of foam plastic insulation containing CFCs was used in UK buildings and nearly 3,000 tonnes of CFCs were used to produce the material.

Guarding against porous castings

A SYSTEM for impregnating castings with resin, to guard against porosity, has been launched by Ultracast of Birmingham in the UK. Porosity reduces the strength of castings, giving rise to stress areas under load.

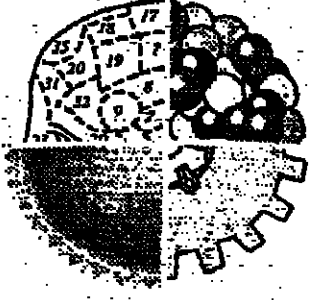
Called MX, the system has been designed to meet the needs of advanced manufacturing lines, including automatic handling and integrated manufacturing systems. It consists of five stations installed beneath a small gantry crane or an automated transfer system. The gantry will move baskets of castings under computer control.

The stations carry out pre-washing, air removal, impregnation, jet-washing and curing of the impregnation. Each function can be programmed to ensure the best results for a particular product. Automatic loading and unloading of the baskets can be provided to allow the MX to be integrated into a flow-line. Other treatments, such as phosphating and chromating, can be incorporated.

Tank-like tracks for tractors

A FRENCH company, Colmant-Cuvelier, has developed a system called Klico that can be fitted to a tractor to give it the gripping power of a heavy-duty construction vehicle.

Made in one piece from reinforced rubber, which is resistant to shock loading, each track is capable of transmitting high torque. Two tracks are fitted, each running



WORTH WATCHING

Edited by Geoffrey Charlifh

round a rear wheel and a supplementary tension wheel. Acting rather like a tank track, the system greatly increases traction and the rubber track is kept taut by hydraulic rams. Once fitted, the tracks provide a five-fold increase in the area of contact with the ground.

A further advantage is that the tractor's weight is distributed over a wider area, avoiding soil compaction in applications like spraying, or spreading fertiliser.

Stowaway tail with a big lift

RAY Smith-Tail Lifts of Peterborough in the UK, has launched a model that can cope with a load of one tonne, but can be stowed away under a truck's chassis to take up only the last 1.3 metres of the vehicle's length. The company claims the unit, called Zoom RS102, is at least 100 kg lighter, 200 cheaper and 50 cm shorter than rival products.

It comprises a self-contained, electro-hydraulic lift that rolls in and out on short tracks bolted to either side of the chassis. When retracted under the tail, it does not project beyond the back of the vehicle.

Neither does it encroach on the truck's floor structure or entail any alteration to chassis shape. Extended for use, it can lift one tonne from road level to the height of the truck floor.

The Zoom is also available in detachable form - it can be removed in less than 15 minutes.

CONTACTS: Toshiba, Tokyo: 457 2104. Cape Phenolics, UK: 091 418 1111. Ultracast, UK: 0675 467000. Colmant Cuvelier, France: 2051 9388. Ray Smith, UK: 0733 46284.

Income of the AGA Group, after financial items, increased 13 percent in 1988, to SEK 1,150 million (SEK 1,014 million in 1987), in accordance with the preliminary report.

The Board of Directors proposes an increase in the dividend, to SEK 6.50 per share, as against SEK 5.25 last year.

In 1989, Group income is expected to increase but not as strongly as in 1988.

AGA's own valuation of its energy assets indicates SEK 65 to 85 per AGA share.

AGA Group Final Report on 1988 Operations

Consolidated Income Statement, SEK m	1988	1987
Sales	9,805	10,591
Other operating earnings	203	318
Operating expenses	-8,030	-9,158
Normal depreciation	-644	-636
Operating income	1,334	1,115
Dividends, etc.	21	25
Interest earnings	368	379
Interest expenses	-487	-465
Exchange rate adjustment	-86	-40
Income after financial items	1,150	1,014
Nonrecurring items	48	-176
Income before year-end provisions and tax	1,198	838
Minority interest	-15	-12
Year-end provisions	-401	-176
Tax	-228	-204
Consolidated net income	554	446
Calculated net income per share, SEK		
- after tax paid	20.00	17.40
- after full tax	15.30	13.60
- after nonrecurring items and full tax	16.20	10.00
Return, percent		
- on capital employed, before tax	16.9	15.3
- on adjusted equity, after tax	14.5	12.4
Average number of employees	13,543	16,138

During 1988, AGA concentrated its operations in three areas: Gas, Frigoscandia and Energy. The Group also strengthened its positions in these areas through investments in new plants and acquisitions.

Income from Gas operations and Frigoscandia improved in 1988, while earnings from Energy operations declined. It is difficult to compare results between 1987 and 1988 due to acquisitions during the two years and the divestment of Tool Steel operations effective January 1, 1988.

Consolidated sales totaled SEK 9,805 (1987: 10,591) m, an increase of 11 percent after adjustments for operations sold and acquired. Operating income after normal depreciation rose 20 percent to SEK 1,334 (1,115) m, and income after financial items increased 13 percent to SEK 1,150 (1,014) m. Operating income corresponded to 13.6 (10.5) percent of sales and income after financial items to 11.7 (9.6) percent.

Nonrecurring items in 1988 amounted to a surplus of SEK 48 m. In 1987, nonrecurring items yielded a deficit of SEK 176 m, which included anticipated loss of SEK 214 m from the sale of Tool Steel operations. The amount includes capital gains of SEK 6 (6) m from stock investments.

Including AGA's share of profits in major associated companies, the Group's calculated net income before nonrecurring items amounted to SEK 950 (826) m after deductions for tax paid and to SEK 725 (646) m after full tax.

Group investments in plant and equipment totaled SEK 1,540 (1,828) m, including SEK 204 (142) m in plant in acquired companies. To this should be added SEK 151 m for additional expenditures for acquisitions.

Gas operations

Sales from Gas operations in 1988 rose 18 percent. Recently acquired companies accounted for six of the 18-percent increase. Operating income increased 33 percent, of which five percentage points were contributed by new companies. Margins, accordingly, increased from 14 percent of sales in 1987 to 16 percent in 1988. Operations in the Nordic countries and Latin America yielded particularly notable improvements in earnings.

Capital expenditures declined as planned in 1988 and investments in plant and equipment amounted to SEK 1,227 (1,345) m, or 18 (24) percent of sales. Large atmospheric gas plants were completed in Brazil and Venezuela and the construction of new gas plants was started in Sweden, Finland and Uruguay and in West Germany in cooperation with Klockner Stahl.

La Liquefaction de l'Air S.A., a gas company in France, was acquired in 1988. In the U.S., AGA acquired Welders' Supplies and Gases Inc., a gas and welding distributor.

Group Operations, SEK m	1988	1987
Gas		
Sales	6,734	5,716
Operating income	1,076	806
Return on capital employed, percent	18	17
Investments in plant and equipment	1,227	1,345
Average number of employees	9,919	9,313
Frigoscandia		
Sales	1,968	1,698
Operating income	182	151
Return on capital employed, percent	17	18
Investments in plant and equipment	230	224
Average number of employees	3,060	3,026
Energy		
Sales	1,107	1,097
Operating income	76	99
Return on capital employed, percent	11	13
Investments in plant and equipment	82	89
Average number of employees	564	566

Frigoscandia

Frigoscandia sales increased 16 percent, of which five percentage points were attributable to recent acquisitions. Operating income rose 21 percent, including nine percentage points contributed by new companies. Income from storage and food processing as well as equipment sales and transportation operations improved in 1988.

Effective October 1, the Group's cold store and transportation operations in Denmark were expanded through the acquisition of A/S De Danske Kolthuse Cold Stores. Earlier in the year, Frigoscandia acquired a majority share in Design Systems Inc., an American engineering company that has developed systems used to cut food products with water jets.

Energy

Revenues from Energy operations rose one percent last year but income declined due to less favorable weather conditions, compared with 1987. Furthermore, additional shares were acquired in a nuclear power plant, which, in the short-term, leads to a reduction in income.

Issues to employees

In accordance with a decision reached at an extraordinary Shareholders' Meeting on October 21, 1988, AGA's employees in Sweden

were invited to subscribe to convertible debentures. At the same time, certain management personnel in AGA companies outside Sweden were invited to subscribe to debentures with equity warrants. The offer was accepted by 88 percent of AGA employees in Sweden and 99 percent of entitled personnel outside Sweden. As a result, AGA issued a convertible loan in February 1988 totaling SEK 204 m, corresponding to 887,250 restricted B-shares after conversion at a rate of SEK 230, and a debenture loan with equity warrants totaling SEK 70 m, corresponding to 275,000 free B-shares at a rate of SEK 254. Maximum dilution of share capital from the issues will be 2.45 percent.

Valuation of AGA's Energy operations, etc.

Because of the considerable value currently represented by AGA's Energy operations the Annual Report contains a detailed description of the energy assets and AGA's view of their value. AGA estimates the market value of these assets, plus AGA's shareholding in Avesta AB, to between three and four billion Swedish Kronor, corresponding to SEK 65 to 85 per AGA-share. The book value is SEK 1.2 billion corresponding to SEK 25 per share.

Dividend proposal

The Board of Directors has proposed an increase in dividend from SEK 5.25 to SEK 6.50 per share; in total SEK 308 m. The Annual General Meeting will be held May 23, and May 26 is proposed as the record day for dividend payment. The dividend is expected to be paid through VPC on June 2.

Consolidated Balance Sheet, SEK m	1988	1987
Liquid assets and investments	2,945	2,551
Accounts receivable, trade	1,714	1,889
Other current receivables, etc.	510	503
Inventories	673	1,215
Long-term receivables, etc.	498	356
Shares	617	654
Land, buildings, machinery	8,084	7,749
Total assets	15,051	14,917
Short-term loans	1,446	3,044
Other current liabilities, etc.	2,166	2,393
Long-term loans	3,175	1,569
Other long-term liabilities	1,735	1,904
Convertible loans	3	4
Minority interest	7	165
Unpaid reserves	2,505	2,141
Share capital	1,182	1,182
Legal reserves	1,797	1,787
Reserves	413	282
Net income	554	446
Total shareholders' equity	3,946	3,897
Total liabilities and shareholders' equity	15,051	14,917
Solvency, percent	34.9	32.9

Forecast for 1989

A satisfactory start has been made to 1989, with the exception of the impact on energy operations of the mild Swedish winter, as well as obvious risks for exchange-rate adjustments in a number of Latin American countries. However, AGA expects a continuing improvement in consolidated income in 1989, although not as strong as in 1988.

Lidingö, Sweden, March 29, 1989

AGA Aktiebolag

Board of Directors

AGA

AGA Aktiebolag, S-181 81 Lidingö, Sweden.

AGA shares are listed on the stock exchanges in Stockholm, Helsinki, London, Tokyo, Zurich, Basel, Geneva and are sold in the USA via ADR Deposits.



S.p.A. - Registered Office in Milan - Via Po 14 no. 14
Share Capital Lit. 300,000,000,000 fully paid up - Milan Court
Companies Registry No. 2287 - Fiscal Code no. 0088606097

NOTICE OF A GENERAL MEETING OF SHAREHOLDERS

Shareholders are hereby convoked to attend an ordinary General Meeting of shareholders, to be held at the Company's registered office in Milan, Via Po no. 14, on 13 April, 1989, at 11.00 a.m. (first call), and, if needed, on 14th April, 1989 (second call), same time and place, in order to discuss and vote upon the following items on the agenda:

1. Reports by the Board of Directors and Statutory Auditors on the fiscal year 1988;
2. Financial Statements for the year 1988 and resolutions relating thereto;
3. Appointment of an Auditing Company for the auditing and certification of the accounts for the financial years 1989/1990 and 1991 under D.P.R. no. 138 of 31st March 1973 and resolution of the respective compensation;
4. Appointment of Directors and any authorization according to article 2390 c.c.

Those shareholders who have deposited their share certificates, at least five days prior to the General Meeting with the registered office or with the depositary banks listed below will have the right to attend:

Banca Commerciale Italiana, Banca Nazionale dell'Agricoltura, Banca Nazionale del Lavoro, Banca Popolare di Bergamo, Banca Popolare di Milano, Banca Popolare di Novara, Banco di Napoli, Banco di Roma, Banco Lariano, Cassa di Risparmio delle Province Lombarde, Credito Italiano, Credito Romagnolo, Credito Varesino, Istituto Bancario Italiano, Istituto Bancario San Paolo di Torino, Monte dei Paschi di Siena, Monte Titoli (for certificates deposited with the same), Nuovo Banco Ambrosiano.

On behalf of the Board of Directors (Ing. Giuseppe Benetti) Chairman

NOTICE TO HOLDERS OF WARRANTS to subscribe for shares of Common Stock of

TDK CORPORATION

in conjunction with U.S. \$150,000,000 3% per cent. Bonds 1991

A General Meeting of the Shareholders of TDK Corporation (the "Company") held on 27th February, 1989 has resolved to change the Company's financial year-end from 30th November to 31st March. As a transitional measure, the Company has set four month financial periods running from 1st December, 1988 until 31st March, 1989 and thereafter its financial year will run from 1st April until 31st March in the next year. Accordingly, the record date for payment by the Company of cash dividends will be 31st March in each year.

Notice is hereby given that, as a result of the foregoing, the Dividend Accrual Period (as defined in Condition 4 of the Warrants) with respect to the shares of the Company issued upon exercise of the captioned Warrants, will be a four-month period ending on 31st March, 1989 and thereafter each six-month period ending on 31st March or 30th September in each year.

TDK CORPORATION
By: The Bank of Tokyo Trust Company as Distributing Agent

Dated: April 6, 1989

ARTS

CINEMA

Great acting — shame about the scripts

PATTY HEARST	Paul Schrader
PUNCHLINE	David Seltzer
CROSSING DELANCEY	Joan Micklin Silver
ALIEN NATION	Graham Baker
PARENTS	Bob Balaban
LA LECTRICE	Michel Deville

Patty Hearst is a fascinating true-life story and should have been a fascinating film. But as directed by Paul Schrader and scripted by Nicholas Kazan, it is a fascinating mess. It only the spirit of Welles's *Citizen Kane*, that fictionalised life of Miss Hearst's grandpa, had come down from its heavenly Kanada to his Schrader's film in an impressive place.

Patty Hearst, you recall, was the 19-year-old heiress who in 1974 was kidnapped, held captive and possibly brainwashed by lunatic-fringe terrorists. "We are Symbionese if you please" they cried, or might have, as they crashed into her apartment one February night and handed her off for a 7-month stint of bank robbery, ransom demands and political propaganda.

First the good news. Hearst is superbly played by Natasha Richardson, daughter of Britain's own one-woman answer to the Symbionese Liberation Army, Vanessa Redgrave. Richardson's American accent could fool all the people all the time, and her early terrors are powerfully convincing. Covering in a cupboard-prison, she is visited by bullying silhouettes demanding sex, ideological submission or voice-tapes to send to the outside world.

Meanwhile panic visions of her potential face a body thrown into a grave — blink and you're dead — scenes in black and white, and Schrader's stroboscopic style, where shadows flicker like bats and light pulses in long, eerie funnels, puts us in touch with the kidnappers' disorientation techniques.

But once Patty leaves her cupboard and joins in with the terrorists, the movie becomes both fuzzy and ordinary. We never know her true motives: we never again enter her mind. All we see, as we pitter on from robbery to robbery, is this Hole in the Head gang who when not being amusingly loopy (especially the white member who keeps blacking up, believing that blacks are the only true



Natasha Richardson in "Patty Hearst"

freedom-fighters) are unamusingly brainless and hellbent.

The film would have picked up if Kazan's unexciting, linear script had been discarded and if Schrader the talented director (*Cat People, Mishima*) had formed a one-man team with Schrader the brilliant writer (*Taxi Driver, Raging Bull*). Then sparks might have flown, a volatile story might deservedly have ignited.

Still, better this than David Seltzer's *Punchline*, which tries to bring new life to that old perennial, the broken-hearted clown. But the writer-director's attempt to plant the kiss of life on a story about a two aspiring stand-up comics (Tom Hanks and Sally Field), who find the grief behind the greasepaint in New York's seedy clubland, resembles an asthmatic's attempt to blow up a defective rubber doll.

Scene: "The Gas Station" comedy club. Time: now, or more accurately never. Hanks is the ex-medical student and budding comic genius who falls apart on stage the first time a top TV talent scout comes to see him. Will he recover and come good again? (Of course, this is Hollywood: next question.) Field is the downtrodden housewife who defies her husband and three children to tread the night boards. Will she find her fulfilling moment of glory and applause? (Of course, same answer.)

Performing your heart out to a cold



Tom Hanks in "Punchline"

or hostile audience is a frightening experience and one with which David Seltzer, who's screenwrote *Six Weeks and Table For Five*, will probably be familiar. *Punchline* has one thing going for it: Tom Hanks (late of *Big*), and the tousel, rubbery charm and fizzy delivery. (Does he shake himself up like a champagne bottle before each take?)

You believe that Hanks could be a great stand-up comic as you never believe it of Sally Field, all apple cheeks and self-ignatation. And considering how maturely he handles the tear-jerking scenes, Hanks could even become a great movie actor. But finally he too is defeated by the film's deadly triad: its mushy plot, its muzak music and its determination never to find a truthful middle way between the cute and the cautionary.

Cuteness is less terminal in *Crossing Delancey*, though I do suggest an immediate check-up. This Jewish-American folk comedy from director Joan Micklin Silver (*Hester Street, Head Over Heels*) turns a stage play by Susan Sandler into a low-energy, high-scholarin movie. Chestnut-curl, blue-eyed Amy Irving (she turning into Mary Pickford? I think we should be warned) manages an Upper West Side bookshop by day and dreams of romance by night. Will it be with famous Dutch author Jerem Krabbie, a preying Friapus under the

heads and piebald scalps who in some unspecified future live in Los Angeles; 300,000 of them having touched down in the desert, a kindly US Immigration has allowed them to stay.

Now look. Drunkenness (the Newcomers get sloshed on sour milk.) Mayhem. Murder. And if detective James Csan is to find the slag who shot dead his partner during a robbery, he will have to team up with the LAPD's first woman to join the force: one "Sam Francisco" (Mandy Patinkin).

Directed by Britain's Graham Baker, this cop thriller cum race-relations fable is merry in concept but mundane in execution. Once past the teasing shock of the (Mandy) goodness, is that Terence Stamp under a panoply of putty as chief villain? — we are into a routine crime romp complete with buddy-buddy central duo and chase-me-chase-me finale.

A far better fantasy-spiked thriller is *Parents*, Randy Quaid and Mary Beth Hurt are a radiantly normal couple. They live a lovely life in 1950s America with their little son (Bryan Adams) and their nighty herbes. So why is Bryan afraid of the dark, why does the barbecue meat look funny and why is school psychiatrist Sandy Dennis — twitching, tousel and chain-smoking (would you accept a certificate of sanity from this woman?) — so concerned for the boy?

Find out. This hissing horror film puts the "Sass" back into Suburbia and is a splendid directing debut for actor Bob Balaban. In an Eisenhower America of bobbed skirts and Buddy Holly music, something unspeakable stirs and Balaban's gymnastic camera soars and slithers in its wake. Late nights only at the Screen Baker Street. But if you pack the cinema, they may give the film a proper run.

Elsewhere for your pleasure we have *La Lectrice* and Dutch Film Week. The first is Michel Deville's adult-only tale of a girl (Mou-Mou) who likes to be the disabled or disadvantaged. She reads best from a prone position — say for argument's sake a bed — and she is often more comfortable after removing the odd article of clothing. With her help, I could have got through *War and Peace* and the complete works of Proust at an early age. Deville's comedy is crisp, poker-faced and subversive: as good as his *Death in an English Garden*, better than his *Paltoquet*.

Holland Film Week (Cannon Shaftsbury Avenue) lays 15 new Dutch films at our feet and lasts for one week from tomorrow. Included: *Amsterdam, Egg, Iris* and other gnomish titles sometimes accompanied by gleaming films. Check out modern European cinema's leading emergent country.

Nigel Andrews

Awake and Sing!

PALACE THEATRE, WATFORD



Elaine R. Smith

By the standards of his Hollywood exposé *The Big Knife*, or the agonised personal diaries in *Clash of Kings* and *The Country Girl*, Clifford Odets' 1935 *Awake and Sing!* is gentle, slightly unfocused domestic drama. The opening scene anticipates Neil Simon's recent autobiographical strain, *Brighton Beach Memories* for instance.

Here is a Jewish-American family squashed into a small Bronx apartment in the harsh 1930s, dominated by matriarch Bessie. Husband, Myron, is intellectual (his wife worked to keep the family while he went to law school), her son, Ralph, frets in Uncle Mory's clothing business, her daughter is pretty, dissatisfied and, we soon learn, pregnant. And her septuagenarian father is sustained by his twin passions for Karl Marx and Caruso — whom we hear in Bizet and Meyerbeer (especially "O Paradiso", something of a symbol of the promised earthly paradise of America) on records that Bessie will in time smash with calculated fury.

Daughter Hennie makes a marriage of convenience to a husband she despises. The matriarch sabotages her son's romance with an unsuitable girl. The old man falls off the roof. And throughout we welcome the abrasive interjections of the play's most interesting character, the war-wounded Moe, bitter, wisecracking and foul-mouthed, but ultimately — and the play is, despite everything, optimistic — decent.

The writing works up to a lyrical outburst of rhetorical intensity affecting both Moe, as he prepares to steal Hennie from her stifling marriage, and young Ralph, who a week after the old man's possible suicide, realises his grandfather's quest of freedom. "I swear to God I'm one week old." It must be admitted that the soaring, sinewy metaphorical style is at its most dated by the time the curtain falls.

If the writing lacks a clear

Martin Hoyle

John Aler

WIGMORE HALL

John Aler, a current international mainstay of 18th-century French opera and Mozart, is also a song-recitalist of great polish. His first appearance at the Wigmore, on Tuesday, was an occasion of pleasures both gentle and profuse.

The platform manner is relaxed, confident, but never at any moment forsaking the fastidious command of musical manners; Mr Aler's high tenor can manage salon graces or moments of delicate recitative every bit as well as the *haute-couture* flourishes he essays in Rameau operas.

He is altogether a cultivated artist, who savours words (his French is particularly well formed, but his German, Italian, and Russian are hardly less clear and communicative) and binds them into smooth, shapely phrases. He doesn't force, or drum up effects for their own sake.

In the opening group of Reynaldo Hahn *melodies* the unemphatic poise of line belonged, one felt, to a singer of an earlier era: certainly, anyone who can float "Tyndaris" with such quiet elegance is a stylist of no ordinary stamp.

Occasionally, in Schubert and later in a closing Rakhmaninov selection, one felt a certain lack of emotional impulsiveness. The temperature failed to rise for the concluding ecstasies of "Gany-mede", and Mr Aler's high tenor lacks the warmth of timbre for "Harvest of Sorrow".

The same criticism could perhaps be made of the three Liszt *Michelangelo Sonnets* (whose order the singer reversed), but the control of gentle reverie developed its own poetic aura, and the voice rose to its high D flats without fuss.

It was also a pleasure to hear five American songs — late Victorian drawing-room in style and sentiment — so finely judged and delivered, with only the hint of a smile for such as Clayton Johns' "I love, and the World is Mine".

Mr Aler should be persuaded to give regular London recitals — but from now on, please, in the company of a classier, less clumsy and heavy-fingered pianist than Michael Cordavana.

Max Loppert

SALEROOM

Profit for Pension Fund

After the tremendous success of its sale of 25 Impressionist and modern works of art at Sotheby's on Tuesday evening the British Rail Pension Fund is crowding about the foresight of its investment in art during the 1970s.

The pictures, which were brought in for various commissions to Sotheby's, leaves the pensioners with over £30m as against the £3.4m the Fund paid for the art a decade or so ago.

After all expenses (and VAT) the pictures yielded a cash return of 20.1 per cent per annum, showing a real return, after inflation is taken into account, of 11.9 per cent. If the Fund had invested its £3.4m in Equities rather than art at the same time its portfolio now would be worth around £20m, a return after inflation of 75 per cent a year.

In all the Fund spent £40m on art, and has now disposed of around a quarter of its 2,700 items by value. The success of the Impressionist chief executive of the Fund, should say, lifting it to 6.9 per cent after inflation, which suggests that art was a better buy than either gilts or property. All told the Fund has now brought in £58.7m net from selling off its holdings, and the next important auction, of Chinese ceramics, is scheduled for Hong Kong in May.

No wonder then that Mr Maurice Stonecroft, chief executive of the Fund, should say yesterday "we are satisfied with the results of the sales so far." The highlights were Renoir's "La Promenade" which sold for a record £10.34m to the London dealer Banket & Day (the Fund paid £682,000 for it in 1976) and the £6.71m for a Monet view of Venice which was acquired for £253,000 a decade ago. In the general auction which followed a Gauguin Tahitian scene was within estimate at a record £8.6m.

Jean Fabris, the Frenchman who is trying to stamp out fake Utrillos, had little luck at Sotheby's yesterday. The saleroom was disposing of seven works attributed to the artist but M Fabris was escorted out when he attempted to disrupt the proceedings. Unlike at Christie's on Tuesday all the paintings subsequently sold, often for higher prices than their forecast. A Japanese bidder paid £297,000, as against a top estimate of £180,000, for a view of the Rue St. Rustique.

Undoubtedly there are many fake Utrillos around; he was prolific; led a disorganised life; and is easy to copy. But Mr Fabris' belligerent tactics do not seem to have unsettled prospective buyers.

The auction of second division Impressionists did remarkably well, with a total of £3.6m and only 5.7 per cent profit. There was a record price of £330,000 paid for a work, "Les Garages", by Henri Le Sidaner and £154,000 for a seascape by Henri Matisse. A rather boring Monet of cliffs sold for £352,000 and a Marie Laurencin of two girls went to Japan for £341,000.

Antony Thorncroft

Haydn's Creation

FESTIVAL HALL

Simon Rattle's recent South Bank performance of Schoenberg's *Gurrelieder* still rings in one's ears; and yet his account of *The Creation* on Tuesday, this time with a carefully reduced London Philharmonic, had equally magnificent peaks. The large London Philharmonic Choir had a lot to do with that, of course, not to mention Haydn himself.

Still, *The Creation* — despite the initial "Representation of Chaos", which predictably Rattle made dark and fraught — is essentially innocent and cheerful, less dramatic than any late Haydn Mass. It was the conductor's masterly pacing of the work, number by number, with most of them kept beautifully down to scale, that allowed the full, lush, resonant sound of the choir were at their brightest and most alert.

The LPO players relished their pictorial tasks as much as Rattle did. Haydn took an uncharacteristic delight here in, or, who knows, perhaps a touch of, the grotesque — in supplying musical cartoons of all the fauna as God creates them. Invidious to mention particular turns: the flutes, however, who get the entire avian, were witty and mellifluous in solo, duet and trio. But the scoring is rich in less obvious inspirations and Rattle set them out with the utmost clarity and tenderness.

The parts for the three soloists in *The Creation* are crucial, especially when sung in the language of the audience (Haydn nearly set the original, anonymous English libretto, but settled for a German version which could then be back-translated). For the specific and very period-bound tone of

Missa Solemnis

BARBICAN HALL

Of all the major choral works it is arguably Beethoven's *Missa Solemnis*, brought into the world after a long and difficult period of labour, that one least wants to see become an everyday experience. To hear, in a matter of weeks, two and a half performances of it, if one counts Marriner's revival of the Mass's partial premiere, would certainly have seemed too many.

It is, therefore, a tribute to Jeffrey Tate and the English Chamber Orchestra that their performance on Tuesday should have been so compelling. No doubt a forthcoming recording, to be made over the next few days, helped. But for Tate himself the *Missa Solemnis* would in any case seem to be a central work.

In true Germanic style he builds his orchestra from the bass line up, just as Jochum

used to, and uses that foundation to create a Beethoven sound that is strong and muscular. If on some occasions in the past his performances have given the impression of being solid and not much more, that was not however the case here.

The "Quoniam" and "Credo" were both announced with affirmatory fervour and the chorus work generally went with plenty of energy. Though it may be a kind of interpretation that never allows any cloud of mysticism to settle over the score, that did not mean any lack of emotional engagement, especially when Tate was accompanying the mezzo Waltraud Meier.

Since we last heard this voice in London, it has become voluminous in size, deeply

David Murray

ARTS GUIDE

EXHIBITIONS

London

The Royal Academy, Italian Art in the 18th century. The third in the Academy's roughly biennial sequence of major national surveys. Until April 9; sponsors Art Council of Great Britain and the British Art Council. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe tries to situate the French Revolution in the social and political context of Europe as a whole. Closed Tues. Late opening night Wed. Ends June 26 (4295-410).

Grand Palais, Paris. The French Revolution in Europe. A vast exhibition organised by the Council of Europe

FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 9HL
Telephone: 01-873 3000 Telex: 922186 Fax: 01-407 5700

Thursday April 6 1989

The lessons of Recruit

IT HAS BEEN quite a week in the life of machine politics worldwide. On Tuesday in Chicago, Mr Richard Daley reclaimed his eponymous father's old mayoral fief, mainly because, in the 13 years since his father died in harness, the city has been poorly run. Yesterday, in Tokyo, Mr Noboru Takeshita, the Japanese Prime Minister and pure product of a political system much like the elder Daley's, apparently stood at bay, confronted by new charges that he had taken money not once but twice from the insidious and ambitious Recruit Cosmos company.

It is hard not to feel sympathy for Mr Takeshita. The system in which he has spent his career has served Japan well in the post-war years. Real policy may well have been made mostly by the bureaucracy and the business community, but politicians played an important role in keeping the show on the road, reconciling conflicts and generally making sure that the country enjoyed much of the substance and all of the trappings of democracy.

Individual politicians rarely have seemed to make a big difference. Of recent prime ministers, only Yoshida, Tanaka and Nakasone can be said to have been truly distinctive. But sometimes one has been called on for a particularly difficult task. This was Mr Takeshita's charge in getting enacted an important tax reform bill, which he duly accomplished late last year by adept use of precisely those insider's skills learned at the traditional political wheel.

At his reactions to the Recruit affair have reflected either bewilderment that the rules of the game have suddenly changed or a conventional desire to point the finger of responsibility at others, mostly at Mr Nakasone, still a political rival. This is at least understandable.

Heavy casualties

For though Recruit seems to have operated on a scale that dwarfs previous influence peddling and though its cull of casualties is unusually heavy, its methods were no different from those tolerated and condoned by most elements of Japanese society for many years.

Penal policy for the 1990s

THE BRITISH Government is keen to promote the use of non-custodial sentences. This is partly a reflection of its inability to build prisons fast enough to keep pace with the inflow of new prisoners. But it is also a belated recognition that prison is often not an effective form of punishment. It reduces, rather than enhances, offenders' sense of responsibility and does little to deter future crime. The future of penal policy, as the Government conceded in a green paper last year, lies in the development of community-based forms of punishment, which require offenders to face up to the consequences of their actions.

But there are several stumbling blocks. The most serious is that magistrates and judges appear to have little confidence in non-custodial sentences for adult offenders. Probation and community service orders are seen as soft options, suitable for non-serious offences. In recent years they have been used mainly as a substitute for fines rather than as an alternative to prison. The lack of reliance on non-custodial sentences partly reflects the climate of the times - the emphasis on retributive justice - but it also appears to demonstrate a lack of confidence in the probation service, which historically has been the main agency for supervising offenders in the community.

New agency

Some proponents of community-based punishment favour the creation of a new agency. The probation service was established in 1907, not to punish people, but to advise, assist and defend offenders. Its origins lie in the religious and voluntary movements of the 19th century. Probation officers are trained social workers; many place considerable emphasis on the sociological factors which tend to accompany crime - broken families, homelessness, high unemployment, low levels of literacy and numeracy and so forth. It would be unwise, runs the argument, to rely on the probation service to supervise more intensive forms of punishment in the community.

The Audit Commission, which published a detailed

analysis of the probation service yesterday, is not impressed by this line of argument. The probation service, it believes, is better placed than any other organisation to spearhead the creation of constructive alternatives to prison. Indeed the Commission goes out of its way to praise the "striking variation of schemes in operation and the vision, creativity and imagination going into much probation practice." But if the service is to discharge new responsibilities effectively, it will need to refocus its activities, develop new skills and establish more robust management procedures.

Too insular

It would be wrong to conclude that Recruit shows that there is something inherently rotten in the state of Japan. On the contrary the problem with the Japanese political system is that it has been too insular and impervious to outside ideas.

Yet Recruit has consumed Japan in a way that previous scandals, even Lockheed, have not. The obvious explanation must lie in the fact that Japan itself may be changing more than its establishment had recognised. Inequalities, mostly wealth-based, have begun to appear: the new value added tax compounds this by being regressive; important parts of the Japanese media, once integral members of the establishment, now seem deflected; the independent prosecutor himself has proven to be uncharacteristically independent; finally, the Japanese may be getting bored with their lot and with their complacent political leadership.

This suggests that Japan is seeking, perhaps still unconsciously, a different sort of political leadership able to confront different sorts of challenges, many of them now international. For all its managerial talents, the bureaucracy is not a white for all their faults, politicians can be. The Liberal Democratic Party machine is creaking, as was Mayor Daley's in Chicago towards the end. The siren song of the left does not attract but the voices of the nationalistic right are growing louder. So, in looking beyond Mr Takeshita, as is surely now necessary, the LDP, for reasons of self-interest and the national good, should be looking for new approaches. Fresh laws regulating political finance, even necessary electoral reform, will help, but not unless reinforced by a younger generation of political leadership. They exist inside the LDP's own ranks.

So, in looking beyond Mr Takeshita, as is surely now necessary, the LDP, for reasons of self-interest and the national good, should be looking for new approaches. Fresh laws regulating political finance, even necessary electoral reform, will help, but not unless reinforced by a younger generation of political leadership. They exist inside the LDP's own ranks.

analysis of the probation service yesterday, is not impressed by this line of argument. The probation service, it believes, is better placed than any other organisation to spearhead the creation of constructive alternatives to prison. Indeed the Commission goes out of its way to praise the "striking variation of schemes in operation and the vision, creativity and imagination going into much probation practice." But if the service is to discharge new responsibilities effectively, it will need to refocus its activities, develop new skills and establish more robust management procedures.

Good practice

One priority is to evaluate the impact of schemes more carefully and then ensure that good practice is disseminated throughout the service. At present, there is little hard evidence on what types of supervision are most effective in reducing the risk of re-offending. There are also big variations in expenditure in different probation areas: spending per head varies by a factor of two and spending per indictable offence (which allows for differences in regional crime rates) by a factor of four. The combination of big variations in expenditure and lack of knowledge about outcomes is reminiscent of the difficulties facing would-be reformers of the National Health Service.

The probation service's "market share" has risen from 9 per cent of sentences in 1977 to over 16 per cent in 1987. The Audit Commission is right to argue for a further expansion in the probation service's role and on the need to involve a reduction in the use of custodial sentences. But the ease with which the probation service can evolve from its old social work background remains unclear, as does the balance which should be struck between punishment in the community and rehabilitation.

The dilemma is that the courts are only likely to have confidence in policies which emphasise retribution, while the historical evidence suggests that punishment for punishment's sake is not a cost-effective policy.

Norma Cohen examines local councils' borrowing from banks

When the London Borough of Hammersmith and Fulham announced last month that it would not pay millions of pounds owed to banks under interest rate swap and options contracts, it brought to the fore an issue that has been simmering away in bankers' minds.

The affair has thrown open the whole question of the relationship between local government and its bankers. And it poses the thorny question of the extent to which central government is obliged to stand behind the debts of local government, even if it disavows those obligations.

Bankers who have been happily lending money to local authorities for years are growing worried that Whitehall would like them to limit the practice, if not cut it out altogether. That lending, they contend, may have allowed local councils to spend money in ways that are at odds with Mrs Thatcher's view of the appropriate role of government.

Indeed, some argue privately that that was precisely what Nicholas Ridley, the Environment Secretary, had in mind when he refused to sanction payments by Hammersmith to its bankers, forcing councillors to choose between honouring their debts and being surcharged and disqualified from office. Virtually every other authority has had to seek the advice of its own lawyers about which swap and options contracts, if any, could be paid. So far, Blackburn, Ogwy and Harlow public authorities have said they are withholding payments for similar reasons.

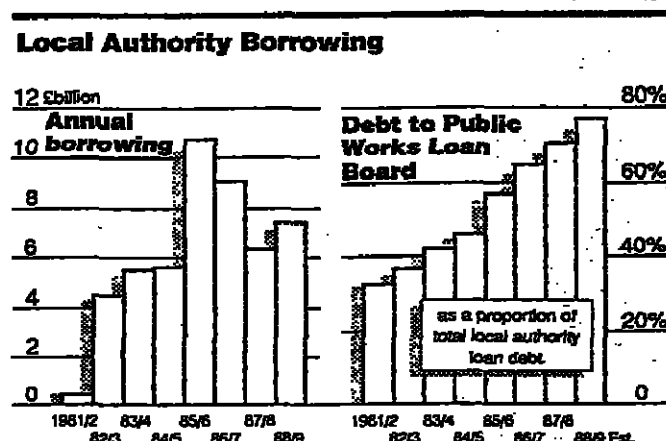
Over the years, banks and local authorities have developed a symbiotic relationship which has proved profitable to both. Not only have authorities provided a low-risk, reliable source of loan demand - paying interest rates somewhat higher than top-rated UK corporations - they also periodically deposit funds with banks when they are flush with cash.

For their part, banks have agreed to trade a variety of sophisticated financial instruments with local authorities, including interest rate risk - and yield them fee income. It is this last part of the relationship that bankers feel has proved most objectionable to Whitehall.

For its part, the Department of the Environment (DoE) denies it is unhappy with bank lending to local authorities. "If it serves the best interests of rate payers, then it is all well and good," a DoE spokesman said. But clearly, there is a gulf between councillors' views of their rate payers' best interests and the views of the department.

Beginning in 1982, Whitehall has sought to limit councils' borrowing from banks, initially more because it inflated the M3 measure of the money supply than out of any philosophical objection to how the funds were used. To discourage bank lending, the Government has been making more funds available, on less restrictive terms, from the Public Works Loan Board, which now provides 77 per cent of all council borrowing (see chart).

The sale of council houses



Friendly dealings turn sour

and other facilities has also brought an influx of funds into many authorities, reducing the amount they need to borrow for capital projects.

"Local authorities need banks now less than ever," said Charles Dobson, deputy manager of capital markets at Sterling Brokers.

Still, for very short-term borrowings (less than one year) local authorities must turn to the public money markets. These provide the cash flow used to tide them over in between receipts of rates and central government grants.

And the real catch, as Loan Board officials readily acknowledge, is that its lending, while at very attractive rates, comes with strings attached. For instance, it can only be used for capital expenditure, and the Public Works Loan Board has the authority to inquire into the purpose of the loan.

There's the rub. Because what local councils really want - and what they are effectively being denied by recent restrictions on spending - are funds for day-to-day expenses, not capital projects. Swaps and options generate fees that can be used for current day spending; and some transactions have been accounted for in ways that allow councils to defer expenditures into later years, thus allowing more money to be spent right away.

The central government has already been successful in halting the use of swaps and options by local authorities. Since the DoE's announcement that it could not sanction any payments to banks made under existing contracts, not a single council has been able to enter into a new agreement.

And while no major bank has yet publicly announced that it intends to stop all forms of lending to local authorities, there is anecdotal evidence that some lines of credit are already being scaled back. For

instance, the Lancashire Borough of Blackburn, one of the four boroughs that has had to withhold payments to banks, was turned down last week by the first three banks whom its brokers approached for money market borrowings. Ultimately, the authority was able to obtain the funds, but from another council.

The affair may also be troubling non-bank creditors who worry whether the authority had the legal right to sign their contracts as well.

Hammersmith's auditors are preparing to file next week for a high court hearing on whether the contracts were *ultra vires* - outside the council's jurisdiction - and consequently unenforceable by the banks. There are no rules specifically barring the use of interest rate swaps or options, and indeed, councils are allowed to undertake actions to reduce interest rate risk and manage debt.

But Hammersmith, which at one time had swap and options contracts outstanding with a notional principal amount of about £50m, allegedly went well beyond that. Its auditors are expected to point to the council's total actual debts of about £250m (by February) and argue that Hammersmith had in effect turned itself into a trading firm, and as a result, the swaps and options contracts were illegal.

Sources familiar with filings being prepared by both the auditors and the council say Hammersmith does not intend to contest the argument that the swaps were *ultra vires*.

Legal opinion on the matter generally agrees that those unenforceable institutions which entered into *ultra vires* contracts have no right to expect payment. In the case of swaps and options contracts, this could add up to several hundred million pounds spread among 60 to 70 bank creditors. All of this has bankers fur-

ons. A group of banks has formed a steering committee under the aegis of the British Bankers Association, and retained the law firm of Clifford Chance. It is expected to ask the judges in the Hammersmith case for permission to join the action.

It will argue that banks had no way of knowing the contracts were illegal; most were placed through money brokers and the banks had almost no direct contact with the councils themselves.

Indeed, the Bankers Association committee has warned the Bank of England that should its efforts to collect from the local authorities fail, its members will probably sue the money brokers - for which the Bank of England is lead regulator.

The Association also argues that aside from a few vague warnings about how certain swap contracts in the not appropriate for councils, neither the Audit Commission nor the DoE ever told banks of the legal hazards they posed.

And the Government's insistence that it does not vouch for the debts of local authorities simply cannot be taken at face value, some bankers say.

Beyond that, bankers say, is the fact that local authority law does not require lenders to ask about the propriety of any loan - even if the funds are to be used for clearly questionable activities. "They could be borrowing money to buy a string of brothels in Nevada and it wouldn't matter," said a swap chief at one UK clearing bank. The Local Government Act of 1972 says: "A person who writes of a local authority shall not be bound to inquire whether the borrowing of the funds is legal or regular or whether the money raised was properly applied..."

But Whitehall has issued repeated warnings that it will stand behind local councils' debts and that lenders and contractors should be forewarned. And in light of the widely publicised rerecapping of council officials, it is clear that many banks took the warnings seriously. Several, including the major UK clearing banks, had long ago adopted a policy of not conducting business with rerecapped councils.

Indeed, local councils such as Hammersmith learned to capitalise on their reputation as well managed boroughs by charging other councils a spread when acting as an interest rate swap intermediary. Three of the four councils that have halted payments on swap and options contracts had been acting as intermediaries for their less creditworthy counterparts.

Bankers say that their long-term goal is to force the local authority finances to conform to the legal status of lending to local government, clearing up the ambiguities that exist in current law and in practice. The British Bankers Association has sought the aid of the Bank of England in lobbying Whitehall for changes in local authority finance that now pending before Parliament that will clarify which loans are legal and which are not.

For without that clarity, how can any lender go on doing business with local government?

BOOK REVIEW
Gloriana Imperatrix

Books and extended essays about Mrs Margaret Thatcher are becoming two a penny (or, in this case, one for £16.95) but while the salient facts are common to most of them, they are not all the same. Group them in little piles: on one side there is your basic hagiography, of which we will receive more, no doubt, as the tenth anniversary of Britain's first woman Prime Minister is celebrated on May 4. On the other side there is your basic biography, of which we will receive more, no doubt, as the tenth anniversary of Britain's first woman Prime Minister is celebrated on May 4. On the other side there is your basic biography, of which we will receive more, no doubt, as the tenth anniversary of Britain's first woman Prime Minister is celebrated on May 4.

ONE OF US
By Hugo Young
Macmillan London, £16.95

backwards to the top left, across the several faces of bossiness, and there is the sager, young woman, a handsome member of Parliament, of thirty years ago. Mr Young's account confirms that the raw material for this metamorphosis was present from the beginning, but on my reading of it, her growth into international stateswoman was bestowed on her by historical circumstance. If it is likely that nobody other than Margaret Roberts could have done it then it is as likely that Miss Roberts could not have done it at any other time.

The series of accidents that led to her emergence as Conservative Party leader after the downfall of Mr Edward Heath has often been chronicled. But fate made many other contributions. The incompetence of the 1974-76 Labour Government was one. Another was the devastating split that led the social democrats out of the Labour Party. Mrs Thatcher's stock rose sharply as a result of victory in the Falklands (Mr Young is rightly merciless about the Whitehall errors that made that war inevitable); when it fell, to a nadir, at the time of the Westland scandal, she had the good fortune to be left off the hook by the Labour leader, Mr Neil Kinnock.

She has always been willing to pay the price of her policies, however harsh. Mr Young writes that "she would watch British hostages rot in the undiscovered cells of the Hezbollah with as much indifference as she permitted Serbs and his fanatic friends to die in Long Kesh." He cannot know her inner feelings on these matters, but the refusals to compromise with hostage-takers or hunger-strikers are well established. Can it be said that she is wrong in either case?

The value of Mr Young's account lies in its essential iconoclasm. Mrs Thatcher is a politician, not a superbeing. She is human, not a goddess. The author's character portrait is particularly clear about this. Its account of the importance of both her father and her husband reads well. The value she places in people - if she respects and likes them - is convincingly described. This is what I wanted to read about after all she is the Prime Minister of a middle-rate power, not Dame Edna Everage.

You may not agree with all of Mr Young's judgements. You may wish that this or that had been differently expressed. You may regret the political, as opposed to the economic, emphasis of his book. Yet his effort to examine the record of a normally fallible individual in a professional manner is a necessary antidote to blind sycophancy.

Joe Rogaly

Russian with charm

■ The last time I saw Valentin Falin he was the Soviet Ambassador in Bonn in the early 1970s. Even then he was breaking new ground. A tall, handsome, charming figure, he seemed to take it upon himself to reduce the remaining members of the Bundestag to vote for Chancellor Brandt's eastern treaties. The open way in which he did it was unprecedented for a Soviet Ambassador at the time.

Falin is now in London along with President Gorbachev. He is also a kind of shadow foreign minister. He heads the central party department for international relations and, as such, looks after the broad strategy of Soviet foreign policy.

Falin said yesterday that he decided he wanted to stop working primarily for the foreign ministry, and switch to directing party policy, around 1973. But it took some time for the message to get through. He was Ambassador in Bonn for seven years, four months and three days, outlasting four French and three British counterparts.

He says that he had his doubts about Andrei Gromyko, the former long-serving Soviet Foreign Minister from about 1953. Gromyko could be a difficult man, not used to being contradicted in argument. He was also pro-American; not, Falin adds, in the ideological sense, but in thinking that diplomacy was best conducted through the great powers.

Falin first met Gorbachev, then a little known figure, in Bonn in 1975 at a visit arranged by the German Communist Party. He says that he noticed then that he had an unusually open mind and wondered what would become of him.

In the Falin view, Gorbachev came to power 10 years too late. The rot set in the mid-seventies when President Brezhnev was too ill to cope, and his successors were too old

OBSERVER

and incapacitated. Also the end of the Nixon-Kissinger period in the US was a blow to Soviet foreign policy. Moscow could not adapt to the new priorities set by President Carter, nor the early Reagan.

Now Moscow is looking to western Europe as a whole - not just Britain - as well as the US for responses to Gorbachev's policy. The key question no longer seems to be arms control. There are also the environment and the economy. According to Falin, Gorbachev would dearly love an assurance from Britain and the US that a Soviet application to join the IMF would not be rejected.

Falin prefers to speak German. In fact, his English is good. He knew Margaret Thatcher before she was Prime Minister and describes her as a "very beautiful lady". He has kept his charm.

Badly packed

■ One of the reasons why some of the Abbey National voting forms have gone astray, I know from experience, is that the papers have not been put properly into the envelopes. There is a printed address inside the envelope which does not show through in full. The result is that the postmen have sometimes put several through one letter box. Only when you open them do you discover they are for someone else.

Nostalgia

■ Everyone will have their own memories of London on April 5 1989. After one of the mildest winters on record, there was rain, sleet and snow, an underground strike to boot, too many tourists getting in the way and too many police preparing for the Gorbachev

Wrong place

■ Soviet perceptions back home of Mikhail Gorbachev's travels are not always quite as intended. Take his brief stop in Shannon and talks with Charles Haughey, the Irish Prime Minister. The sudden summit was given top billing on Soviet television, with the first 20 minutes of the evening news. Haughey's resting in full, Gorbachev's response and scenes of Raisa visiting the Bunratty folk park, complete with Irish children in 18th century costume.

Judging by the viewers' response, they might not have bothered. A colleague in Moscow asked his driver the next day if he had seen Gorbachev in Ireland. "No," he said, "only in Cuba." "But didn't you see the news last night?" "Yes, of course," came the reply. "They gave him a fine welcome in Cuba."

New style Arab

■ Iraqis have been puzzling in recent weeks over their president's new clothes. Used to seeing Saddam Hussein in military uniform, Arab robes or civilian suits, they have lately been treated to pictures of him sporting a jaunty Tyrolean hat and breeches. The explanation may lie in the recent patching up of a bizarre feud within Saddam's family.

Last October, Saddam's eldest son Uday, by all accounts a somewhat overbearing young man, was arrested

for the murder of the president's food taster during a drunken quarrel. Subsequently released from jail, he was quickly exiled to Switzerland along with his mother Sajida, who also happens to be the sister of the Iraqi Defence Minister. There was talk of a rift in the tightly-knit group of relatives and retainers surrounding Saddam.

Now Uday and his mother are back, and all is apparently sweetness and light. The other day Iraqi television showed Saddam Hussein - Tyrolean outfit and all - on a visit to the port of Basra, followed by a friendly family fishing excursion nearby. Though nobody can be sure, the word is that the breeches and hat were a present from Sajida, bought during a shopping trip while exiled in Geneva.

Wrong place

■ Soviet perceptions back home of Mikhail Gorbachev's travels are not always quite as intended. Take his brief stop in Shannon and talks with Charles Haughey, the Irish Prime Minister. The sudden summit was given top billing on Soviet television, with the first 20 minutes of the evening news. Haughey's resting in full, Gorbachev's response and scenes of Raisa visiting the Bunratty folk park, complete with Irish children in 18th century costume.

Judging by the viewers' response, they might not have bothered. A colleague in Moscow asked his driver the next day if he had seen Gorbachev in Ireland. "No," he said, "only in Cuba." "But didn't you see the news last night?" "Yes, of course," came the reply. "They gave him a fine welcome in Cuba."

Fast learner

■ "What should you do before trying to start a car on a cold morning?" a Wiltshire driving instructor asked a woman learner. The reply came pat: "Check the bus timetable."

EBEL
Les Architectes du Temps

18ct gold, steel and yellow metal
Water resistant up to 30 meters
Göteborg der Name sagt alles

James Buchan in Valdez looks at the implications of the Exxon oil disaster for Alaska's economy

An ugly, profitable dependency

In Valdez, a small town in Alaska where unshaven men in plaid coats and baseball caps drive through the slush in pickup trucks, business goes on till late at night. From phone boxes under the dripping eaves of supermarkets, bits of conversation drift out into the street.

"Every radio we have and 50 more... a more creative contingency-fee structure."

"Took the whole damn thing at \$2.40 a square foot..."

Valdez, a two-storey town under perpendicular mountain peaks, had been through boom and bust before. First there was fur, then gold, then war, then the oil pipeline, then public spending financed by oil. Now there is the clean-up. "I wouldn't be surprised if they left a billion dollars round here before it's all done," said one local resident.

"They" is Exxon, the largest and richest oil company in the US. In the past week, Exxon has been pouring money into south-eastern Alaska almost as fast as the stricken Exxon Valdez spilt into Prince William Sound on Good Friday. Stung by charges of inaction, Exxon is spending hundreds of thousands of dollars each day to keep the oil slick from polluting shore and salmon-spawning areas and to rescue a pathetic few birds and sea mammals.

Exxon's other big problem is the Prince William Sound fishing fleet, which is mostly based

in Cordova down the coast from Valdez. The fishermen face a thin year, possibly several this year, because of pollution from the spill. The Alaskan state authorities have banned the boats from going out for shrimp, black cod and herring. And a question hangs over the valuable salmon fishery in the summer.

For the moment, Exxon is paying fishermen as much as \$2,000 (£1,170) a day for the use of their boats to lay containment booms in the path of the spill. But the company has pledged to compensate the fishermen for lost earnings, and it is being asked for a lot. The fishermen say that 1989 was going to be a bumper year, a \$150m to \$200m year, and they have all sorts of stories to back it up: a herring-roe licence selling for record prices the day before the spill, red salmon heading for \$5 a wholesale pound. They also have lawyers.

Even before the clean-up began in earnest, lawyers from Washington, New York, Philadelphia and the West Coast had signed up pretty well every economic interest in Valdez, Cordova and the native village of Tatitlek. At least four class-action suits have been filed and these are sure to involve Exxon in years of litigation. The more enterprising lawyers talk wistfully of holding Exxon to punitive as well as actual damages for the spill.

"For attorneys, it's the Oklahoma Land Rush," says Mr William Bixby, the city's only

practising attorney who is consolidating a set of actions against the company.

By yesterday, Exxon was showing every sign of being in for the long haul. The company, which now has 93 people in Valdez under Mr Frank Jarross, president of Exxon Shipping, is renting space all over town on three-month leases. Mr Jarross insists that the company will stay until "the job is done."

The company has vast resources of cash and experience. It is as well equipped as any to handle the legal shenanigans and the cost of cleaning up the west of the oil. But the damage to Exxon's reputation, and the tarring of BP, Atlantic Richfield and the other major oil companies in Alaska, may prove harder to contain.

Alaska, which has been dominated by the oil industry for more than 20 years, has turned against its masters.

Mr Steve Cowper, the Democrat state governor and a typically rough-hewn Alaska politician, has threatened to close the oil pipeline to Valdez unless environmental conditions and safety are improved. Even the Alaskans who are in favour of oil development, and they are probably a majority, seem outraged that the industry was so unprepared for the spill.

Mr Roger Herrera, who has prospected Alaska for more than a dozen years for Standard Oil and BP, says he is stunned. "The emotion this has brought out is surprising," he said. "People have taken this almost as a personal affront. Alaskans are a hard bitten lot, but it's as if they felt they'd been let down."

Alaska is not like the rest of the US. A vast region, a fifth as large as the lower 48 states combined and with a longer coastline, it is a place where American pioneer ideals are still plausible. All over Alaska are people who have drifted north and west with the army or a welding outfit or the telephone company till they reached the state and could go no further. At Kaktovik, a tiny native settlement in the Arctic where the ice pack gleams veriginously in the Beaufort Sea, the leading village spokesman comes from California.

But Alaskans are few - a bit more than 500,000 in number - and are divided over the development issue. The native Alaskans seem torn between a vanishing subsistence life and a white man's existence they do not admire or much understand. Alcoholism is a problem, for whites and natives. Thirty years after becoming the 49th US state, Alaska is a political weakling. Much power lies outside the state with the environmental lobby, the federal government or the oil companies.

Ever since the boom of the 1960s and are divided over the development issue. The native Alaskans seem torn between a vanishing subsistence life and a white man's existence they do not admire or much understand. Alcoholism is a problem, for whites and natives. Thirty years after becoming the 49th US state, Alaska is a political weakling. Much power lies outside the state with the environmental lobby, the federal government or the oil companies.

Ever since the boom of the 1960s and are divided over the development issue. The native Alaskans seem torn between a vanishing subsistence life and a white man's existence they do not admire or much understand. Alcoholism is a problem, for whites and natives. Thirty years after becoming the 49th US state, Alaska is a political weakling. Much power lies outside the state with the environmental lobby, the federal government or the oil companies.

drilling in the Arctic national wildlife refuge - the Anwar, an eerie and beautiful expanse of tundra east of Prudhoe Bay. Washington itself has used Alaska to expunge an unhappy history of its own dealings with American natives. To get the pipeline laid through a thicket of native land claims, the federal government in 1971 handed over - or back, as some people say - some 84,500 square miles of Alaska to corporations formed by Eskimo, Aleut or Indian villages and regions. For all Alaska's great size, as the pro-development party keeps repeating, about half of it is closed off temporarily or permanently from the American world of industrial development and shopping malls. "There really isn't much land in Alaska for development," says Mr Jason Roth, controller at the First National Bank of Anchorage.

There is oil. Twenty years after oil was first found on the North Slope, the state depends on it as much as ever. Despite booming timber and tourism industries, Alaska has been in recession ever since the oil price fell steeply in 1986. In Anchorage, where oil industry headquarters rise amid trailers and vacant lots, a real estate slump caused 3,680 residential foreclosures last year, a record. In Valdez, houses were selling before the spill for below the cost of construction.

The state government in Juneau, which depends on Prudhoe Bay and the pipeline for nearly nine-tenths of its 1.7bn budget, has tried to diversify the economy. But it has mostly used the oil money to create a welfare system that belies Alaska's self-reliant image.

Every Alaskan is entitled to a dividend cheque, probably of \$837 per person this year, from a special fund established to hold oil revenues. The old age pension system is generous. In Valdez, a town of about 3,000 people, taxes paid by the pipeline consortium, Alyeska Pipeline Services, have financed a library and a school.

That is why Mr Cowper's threat to close the pipeline is not likely to be carried out. Instead, the state seems determined to ensure the spill hurts Exxon enough to make the entire industry much more careful of Alaska. This is also the aim of the moderate environmentalists in Alaska - people such as Mr Jim Lethcoe, who came to Alaska in 1967 and lives on a sailing boat in Valdez Harbour. "The lesson of all this is that we should slow down and see if what we're doing is safe and then talk about Anwar," he says.

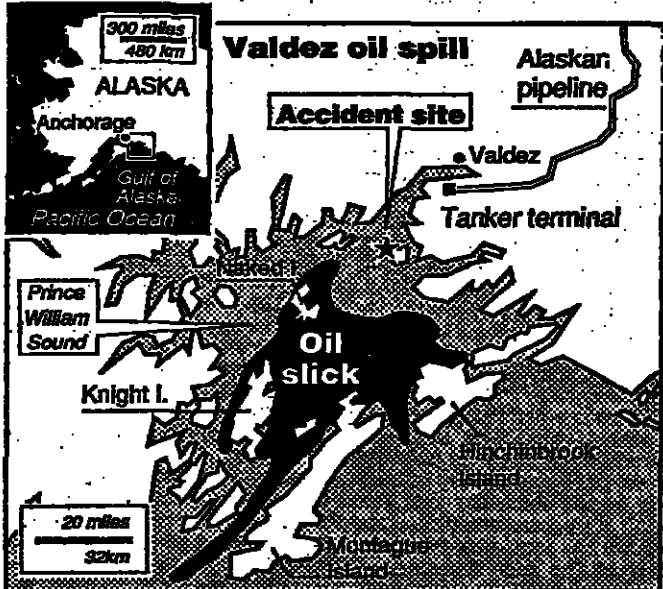
Before the spill, the industry was on the way to persuading Congress to open up the wildlife refuge. With imports of oil now supplying half of US consumption, the possibility of a new field under American soil is attractive to law makers. Only one well has been sunk, by Chevron on land belonging to Kaktovik, and the company is not saying what it has found. But Prudhoe Bay production has reached its peak, and the companies say they must begin drilling the Anwar if any oil is to be produced by the end of the 1990s. They say they have shown they can operate cleanly and safely in the Arctic at Prudhoe Bay, where the air is sweet by oil-patch standards and caribou migrate through the founda-



Prince William Sound: containment booms for the oil

tions of oil-treatment units. But it will be hard to argue for Anwar development after the disaster in Prince William Sound. The environmentalist lobby in Washington has been handed a powerful weapon for stopping all development in the Arctic. Mr Roth, for one, is

anxious. "What the Exxon Valdez could do," he says, "is delay, wipe out or postpone development for the future. The Alaska economy is not diversified enough that we can do without oil. I am worried about Alaska five years away and 15 years away."



Meanwhile, 11 years on, another oil spill's effects linger in France...

Two months ago, a Chicago judge ordered the US oil company Amoco to pay France \$115m (£67.7m) for the damage caused by its wrecked supertanker Amoco Cadiz, 11 years after it ran aground off the Brittany coast.

Judge Frank McGarr took account only of proven damages and the cost of clean-up operations, refusing what he described as "grossly exaggerated" claims for projects aimed at restoring the coastal environment.

With 230,000 tonnes of oil spreading out to pollute 400 km of coastline, destroying valuable oyster beds and raising tourist receipts, Brittany

resents the charge of exaggeration. Few signs remain of the spill on Brittany's beaches, but in estuaries and sheltered coves the effects of the disaster can still be felt today.

When the supertanker ran aground in 1978, just off the Breton fishing village of Foursall, the armoury for fighting an oil slick was limited. French naval authorities considered burning the oil, but decided it would take two to three months, and the times would probably cause damage to nearby agricultural lands.

Gale-force winds and the lack of any seabed survey since 1927 made it difficult to try to pump oil off the

stricken tanker. Navy helicopters only succeeded in bombing the Amoco Cadiz, to release the last of the oil, two weeks after the wreck.

Mr Richard Congar, of the University of Western Brittany, notes that clean-up operations are not very cost-effective in terms of oil recovered. He estimates that around 70,000 tonnes of the 220,000 tonne Amoco Cadiz cargo reached the shore, and that only some 10,000 tonnes of this were raised up in the 150,000 tonnes of waste collected during the clean-up operation - at a cost of around FF 30,000 (in 1978 francs) per tonne of oil recovered.

"That leaves 150,000 tonnes dissipated in the water or in the atmosphere without us knowing the consequences, doubtless more long-term. These observations plead in favour of immediate action on the vessel," Mr Congar notes.

Besides a clean-up operation costing an estimated FF 450m - still in 1978 terms - on land, and FF 65m at sea, an estimated FF 140m of marine life was destroyed.

The damage was suffered mainly by Brittany's famous oyster growers, who were still recovering from two successive virus attacks that decimated stocks of the tastier, more

expensive "plate" oyster. The growers, who received FF 35m of compensation in Judge McGarr's ruling, were still suffering the effects of the pollution at least into 1982.

However, estimates are highly conjectural. Mr Congar suggests that on replacement rather than economic cost, at least FF 800m of marine life was lost.

Nevertheless, the Amoco Cadiz spill did give France some valuable lessons in how to react to future disasters - prompting the setting up of new research institutes and new pollution control procedures that have since proved their worth.

LETTERS

Decisions in the air

From Mr G.W. Thompson.

Sir, I am disappointed that Richard Botwood, director general of the Air Transport Users Committee (Letters, April 3), has once again ignored the regional dimension of airports policy.

The Secretary of State's brief to the Civil Airports Authority was explicit: he expected it to consider the full extent of the contribution of regional airports before determining future policy for the south-east of the UK.

Unfortunately the analysis in the CAA consultation document is so flawed as to invalidate any substantive conclusions, and the full contribution

of a regional hub development policy is yet to be tested.

But, as Jeremy Marshall of BAA says (Letters, April 3), it is only a consultation document; the Secretary of State will need to form his own judgment on the final advice he receives from the CAA in July - with its errors substantially corrected, I hope. Not many people in the industry concur with the CAA's view.

The scenario which must be tested before the need for additional runway capacity in the south east (airspace permitting) is put forward, is the proper development of an alternative hub at Manchester. This was proposed by the Govern-

ment in the 1985 airports policy white paper. After all, why should Amsterdam be the only beneficiary of the UK's failure to evolve a total national airport strategy, meeting all user needs? Millions of regional travellers are presently forced to use the London system, contributing to congestion there.

An alternative hub strategy would reduce both the journey time and cost implication for these travellers, and give the UK the ability to maintain its position in the interim trade at the world's crossroads.

G.W. Thompson, Chief Executive, Manchester Airport, Manchester

Toyota and the TUC

From The General Secretary, Trades Union Congress.

Sir, On April 4 your Labour Editor reported that the Trades Union Congress (TUC) intends to propose that Toyota recognise the union of TUC unions, but through single bargaining machinery.

In fact, it is important that I make clear that we have not yet considered approaches which might be adopted individually or collectively by the four TUC unions interested in organising at Toyota.

Our current concern is to establish, through the Department of Trade and Industry, and the Advisory, Conciliation and Arbitration Service, adequate opportunities for the four unions to meet the company and to discuss its intentions regarding the possible location of a major plant in the UK - a step we warmly welcome - and the possible industrial relations arrangements.

Norman Willis, Congress House, Great Russell Street, WC1

Trade policy and UK deficit

From Mr Robert Ashworth.

Sir, It is naive and untrue to state (Letters, March 23) that "there is no European industrial policy which denies free trade with any country that has its market open."

"In reality" are Mr Peter Sachs' words; the italics are mine. To continue by ascribing the current US and British trade deficits to unilaterally open markets is a distortion of equal magnitude.

The root cause of the UK trade deficit is three years of blatantly consumerist fiscal policy in an economy which historically lacks sufficient manufacturing capacity to meet demand.

If it is possible to devise a formula alleging that domestic interests are being damaged by dumping, and thereby to penalise the foreign manufacturer while subsidising the same manufacturer to relocate within the EC, then industrial policy is no myth.

Robert Ashworth, Hong Kong Government Industrial Promotion Office, 6 Crafon Street, WI

Abbey National members may withdraw funds

From Mr Alexander Sandison.

Sir, One of the important financial decisions of the Abbey National's possible conversion to public limited company status has received comparatively little attention. It is not even mentioned in the board's "transfer document," which is supposed to inform members all the material information.

I refer to the certainty that, if the Abbey converts, large numbers of members will (as some writers have said) accept their free shares and transfer the bulk of their savings to a real building society.

It is a factor which ought to be quantified, and I have been trying to do so.

There are two unknowns: how many members will withdraw, and how much will each withdraw?

In the newsletter of our organisation, circulated during the week after Easter, we asked members to answer

(anonymously) the second question. So, 83 members have responded, showing an average of £28,000 each (with 95 per cent "confidence limits" of plus or minus £3,000).

The question of how many will withdraw is more difficult. Of the 2,350 households which have contacted us, 118 (5 per cent) have volunteered the information that they will withdraw their savings if the Abbey National becomes a plc. For many - probably most - of the others, there was no reason why their letter or telephone message should have mentioned withdrawal.

So the 5 per cent is a very substantial under-estimate. On the other hand, those who have made the considerable effort required to discover our address will be heavily biased towards opposition to conversion, and, therefore, towards withdrawal.

To arrive at a conservative figure for sums to be with-

drawn, it may not be unreasonable to ignore the under-estimation within our own sample, and assume that it over-estimates those who will withdraw by a factor of between 10 and 100.

That means that, from the 4.2m voting members, 0.5 per cent to 0.05 per cent (say 1 per cent) will withdraw; that is, 43,000.

And many of the non-voting members are so increased at their treatment by the Abbey National board that they, too, will withdraw. At £25,000 each, that suggests a figure for withdrawals of £1bn - easily, considerably more.

This loss of funds must be set against the net proceeds of £15m from flotation - a figure which is heavily disguised, in that which can be deduced from the transfer document.

Alexander Sandison, Vice Chairman, Abbey Members Against Flotation, 88 Ridgmont Gardens, WC1

Markets in titillation compared

From Mr Alastair Macphail.

Sir, I do not take issue with Alan Friedman's assessment of Italian television (March 22); anyone who has been exposed to its wall-to-wall game shows and interminable variety programmes could but agree.

But I do challenge his assumption that there is more "titillation" telly in Italy because Italian audiences are more voyeuristic, and with the shallow way he ascribes this to "the sin-and-confess attitude" of Italian Catholicism.

In the midst of the "Pamella" affair, and the orgy of muck-raking that the British press appears to be indulging in, a more blatant example of British hypocrisy would be hard to find. Three million Sun newspaper readers indicate that the market for titillation in Britain is enormous. Is Alan Friedman telling us that a nation of people for whom naked breasts are acceptable breakfast-table viewing (the British tabloid press can hardly be called reading) is going to turn up its

nose at the kind of shows we get on Italian television?

It is true that the Italians are probably less inhibited - and more tasteful - in their public consumption of nakedness, whether on television, in the press, or in the street. They also have a more mature and less prurient attitude to sex in general.

Alastair Macphail, Via Stuzione, 687 Castano, Ticino, Switzerland.

CENTRAL MANCHESTER DEVELOPMENT CORPORATION

CHURCHGATE HOUSE
56 OXFORD STREET
MANCHESTER M1 6EU
TELEPHONE 061-236 1166
TELEFAX 061-236 7605

F C Hawkins Esq
The Hive
Honeycot Lane
Beeches
Wessex BB1 8B2
4 April 1989

Dear Fred

*Sorry you did not get my first letter however with a copy**

It was good to see you in such fine form last week. I enjoyed the dinner greatly, and your incident with the lamp post was a most amusing end to the evening. I am sure that the young policeman will not want to take matters further.

On the subject of spreading the light, our advertising people (they look younger each year) are trying to convince us to advertise the Corporation.

I must say I was pretty sceptical to start with. How do you explain all the merits of Central Manchester in an ad?

As I told you, we have about 500 acres right in the centre of Manchester to develop. That's an enormous area with very exciting opportunities for a variety of interests.

My Board and I are determined to achieve outstanding design for the area, to make Central Manchester even more attractive. There'll be the right balance of homes and offices, with shops, restaurants and pubs. We also want to see lots of grass and flowers and trees.

We're right in the heart of the motorway and rail network, London's only 50 minutes away by shuttle - and did you know that from Manchester Airport you can get to 150 international destinations in 35 countries?

Please spread the word. I suppose I'll have to listen to the ad people, but watch out for a special invitation to Manchester. We're going to put on something a little different. Of course you'll be invited. I'll see you then.

Yours ever
Jimmy *and bring your clubs

James Grigor
Chairman

As this letter isn't addressed to you, the reader, you might like to find out more about what the Central Manchester Development Corporation is doing to revitalise the heart of Manchester. Fill in this coupon and send it to:

Pamela Bishop,
Marketing Manager,
Central Manchester Development Corporation,
Churchgate House, 56 Oxford Street,
Manchester M1 6EU

Name _____
Position _____
Company Name _____
Address _____
Postcode _____ Tel.No. _____

FOR AN INNOVATIVE PARTNERSHIP IN DISTRIBUTION

W WINCANTON (0963) 33800

ROBERT

That's BTR

Gorbachev seeks UK support for arms cuts

By Quentin Peel and Robert Mauthner in London

MR Mikhail Gorbachev, the Soviet leader, arrived in London yesterday seeking the support of Mrs Margaret Thatcher, the British Prime Minister, to accelerate the negotiations on conventional arms cuts in Europe and the banning of chemical weapons.

Mr Gorbachev, who is in Britain for a three-day official visit, is also expected to come up with proposals on closer co-operation between West and East Europe, possibly through some kind of institutional link in line with his concept of "a common European house."

It is thought likely that Mr Gorbachev will unveil his proposals in his main speech in the historic Guildhall, in the City of London tomorrow, on the last day of his visit.

Soviet officials, however, yesterday

stressed Mr Gorbachev was not going to present significant new initiatives in addition to the unilateral arms and troop reductions he announced at the United Nations in New York last December, unless Mrs Thatcher herself was "prepared to do business."

"Negotiations are a matter of give and take," a senior Soviet official said yesterday. "We would like to see more flexibility from the other side."

British officials, on the other hand, emphasised that they considered it was the West which had put forward detailed proposals at the Vienna-based conventional arms talks, but that the Warsaw Pact's plan was still concocted in very general terms.

In particular, Mrs Thatcher is expected to make it clear to her Soviet guest

that Britain cannot accept Moscow's ideas on the denuclearisation of Europe, or even the creation of nuclear-free corridors in Central Europe.

The most acute difference between the two leaders is the issue of the modernisation of Nato's short-range nuclear weapons, which the Prime Minister considers to be an essential part of Western defence strategy.

Another important gesture the Soviets are looking for is British support for their hopes of joining the major international economic organisations, including notably the General Agreement on Tariffs and Trade (GATT) and the International Monetary Fund (IMF).

The Soviet desire to join such West-

welcomed on the British side last night, though with some scepticism.

Another Soviet idea about which British officials expressed reservations was the possibility of some kind of institutional link between the two halves of Europe. Britain considers bilateral co-operation a more fruitful formula.

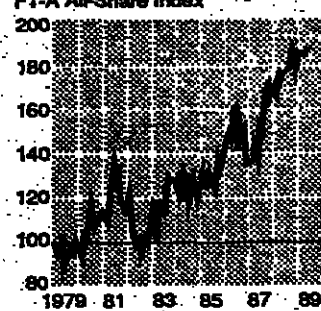
Soviet officials indicated yesterday Mr Gorbachev may also come forward with proposals for practical co-operation on environmental protection, fighting terrorism and combating drugs.

In the second major human rights concession on the eve of the visit, Moscow announced that nine Soviet prisoners had been released. Showpiece visit, Page 8

New flights for Blue Arrow

Sun Alliance

Share price relative to the FT-All-Share Index



Yesterday's rise in the Blue Arrow share price might seem a heartless response to Mr Barry's departure, but one can see the logic. The event apparently closes an era in which some rather odd things went on; and for Mr Fromstein's admirers, it gives clearance to buy the shares free of English constraints.

It is unclear where the price goes from here. There is still the County NatWest stake to come out, but it might be naive to expect US interest to bid the shares up thereafter. There is no real doubt about the cyclical nature of the recruitment business, whether temporary or permanent; and even supposing a perfectly respectable 10 per cent rise in earnings this year, a price of 50p puts the shares on a multiple of 12. The argument might rather be reversed: were it not for US interest, the shares could well be lower.

There remains, too, the curious affair of the £25m loan. Leaving aside the more exotic rumours about the San Diego waterfront, it is not easy to see why such a sum should be invested by an employment agency, especially one with net assets of £27m. Even supposing the money to be irrecoverable, the interest cost, at some 5 per cent of earnings, is scarcely material; but it matters a good deal that the transaction should be shown to have no connection with the present management.

while for the Touche investment trusts it is critical.

As far as Touche itself is concerned, the deal is a triumph, not merely because of the price. After the loss of TRIC, its £2.8bn of funds under management left it stranded uncomfortably in between the really big players, and the small ones. With the backing of Societe Generale, it stands a chance of joining the first league in Europe, and the combination of the two existing businesses is a good head-start. Eventually, the idea must be to buy up some of those unit trusts which are struggling against the higher costs of regulation and lower demand, to make better use of the Touche expertise. The strategy seems a fine one; unfortunately there is no shortage of buyers waiting for bargains in next week's shake-out in the fund management industry.

far in 1989 than in all of last year. It also notes that investors in only two of this year's 25 new issues are showing a profit. This is hardly the sort of record which will attract the punters, especially since the UK inflation rate is heading for 8 per cent and benchmark gilts are only yielding a shade over 9 per cent.

It is not surprising that yesterday's Italian issue was badly priced, the problem with the Italian issue is both its size and the lack of partly paid features. There is only £1bn of non-UK government fixed interest stock of over 15 years maturity outstanding; and given the shape of the yield curve, there must be an obvious limit to the institutional appetite of the UK institutions, at least, for this type of paper.

Sun Alliance

The shares of Sun Alliance have built up such a momentum of outperformance against the market for the past seven years that it may be asked what should cause them to break the habit now. In the short term, the trend may well not be pursued with quite such vigour. Relative to the market, the shares are at about the same level as six months ago, despite a late bound just before the announcement of yesterday's 1988 results. And if the market managed to talk itself into finding those results acceptable by the end of the day, the effort of gaining back the 24 per cent or so lost on initial disappointment may have exhausted prospects for the moment.

Sterling bonds

There is a certain superficial appeal in the news that the Republic of Italy is raising \$400m of 25-year money in London on the same day that the Bank of England announced its second reverse gilts auction. This is the way the sterling capital markets are supposed to work, with the UK government repaying its debt and the vacuum being filled by eager borrowers. Unfortunately, some investment bankers are becoming a little greedy, while the future growth of the market is no longer in doubt, it is beginning to suffer from a nasty bout of indigestion.

Touche Remnant

If Touche Remnant, recently notable for its rapidly shrinking funds base and its anxious search for a partner, is worth \$50m, things could be looking up for Morgan Grenfell, Kleinwort Benson and Henderson Administration. Societe Generale has paid up for Touche, 1.8 per cent of funds under management seems a lot given the composition of those funds, and their tendency to walk off - but has not done so blindly. It has obtained some valuable know-how about equity investment, a good brand name - if one that has seen better times - and has gained a position in what is still a more profitable market than most. For such a big bank, the marginal £10m or so is neither here nor there, more money has been raised so

Castro endures a subtle rebuke over trade

Tim Coone reports on a coded Gorbachev message that Cuba must alter its outlook

THE encounter of the communist Titans is over.

The meeting of Mikhail Gorbachev and Fidel Castro, the Soviet and Cuban presidents, passed with no spectacular pronouncements such as a write-off of Cuba's \$10bn debt but neither did it present a rupture between the leaders' divergent paths to socialism. No behemoths were slain.

Nonetheless, it was a significant summit. President Castro, for all the histrionics about his independent road to socialism, has been told emphatically that the world is made up of interdependent nations; and that this applies equally within the socialist bloc.

Using the opportunity to address Cuba's 500-member National Assembly in a speech televised live to the country's 10m inhabitants, Mr Gorbachev spoke at length on the goals and reasoning behind his political and economic reforms in the Soviet Union.

"Most important is radical economic change," he said and expanded on the need to develop and release human potential within the socialist system.

"Those that march with the times and make necessary accommodation to the introduction of high technologies into the world will meet with success," he said pointedly.



Mikhail Gorbachev and Fidel Castro embrace after signing the friendship and co-operation treaty in Havana on Tuesday

He also emphasised the need for "more efficient, more dynamic" economic relations with Cuba, a coded admonishment for Cuban failures to meet its trade commitments with the Soviet Union.

President Castro, in contrast, in a defensive and ranting introductory speech (which was almost as long as his guest's) said: "We have not experienced the kind of prob-

lems associated with [Stalin]."

He added: "There are some who consider me a type of Stalin, but I would say that all my victims are in perfect health."

The fact that there has been no cancellation of the Cuban debt is significant in itself.

Cuba is not to be released from its obligations to its communist allies and the economic

and political changes taking place within the Soviet Union and Comecon, the Communist trading bloc, will force changes in Cuba.

This was spelt out last week by Mr Alexandro Kachanov, the Soviet deputy trade minister, who explained that the liberalisation of his country's trade will give Soviet managers freedom to make contracts with foreign companies.

Cuban suppliers and buyers will have to compete freely alongside others.

The message was clear enough: price, delivery schedules and quality are going to be important as never before in Soviet-Cuban trade relations. He also said that negotiations are taking place over the future sugar contracts between Cuba and the Soviet Union.

The support price paid by the Soviet Union is currently four to five times the world market price.

Another Soviet government spokesman, Mr Gennadi Gerasimov, said in Havana this week that "it is a mutual aim to move to a gradual balance in our economic ties".

The signing of a 25-year Friendship and Co-operation Treaty during the summit was the counterbalance, however, to whatever subtle pressures are being applied to the Cubans, and underlined the overall common goals.

Vietnam to leave Kampuchea by September

By Robin Pauley, Asia Editor, in London

VIETNAM yesterday announced that it would withdraw all its troops from Kampuchea by the end of September regardless of whether a political solution to the conflict has been found.

A Vietnamese statement issued in the name of all three Indochinese states, Vietnam, Kampuchea and Laos, called on China and other countries to stop all support for the Kampuchean guerrillas by that date. It said the decision to end the 10-year Soviet-backed occupation followed consultations involving Vietnam, Laos and the Hanoi-backed Kampuchean Government led by Hun Sen.

Canada, Poland and India - all members of a 1984 control and supervision commission called to watch over post-independence Kampuchea - were invited to oversee the withdrawal and the halting of aid to various Kampuchean guerrilla forces in co-ordina-

tion with a representative of the United Nations Secretary-General. India responded quickly, saying it was willing to help but that no formal proposal had yet been made.

The move shows again the pace of the Soviet Union's efforts to end its involvement in regional conflicts. Progress on Kampuchea was a Chinese condition to agreeing to the first Sino-Soviet Summit for 30 years, which will take place in Peking next month.

It also reflects the patient attempts by the non-Communist nations of south-east Asia, particularly Thailand and Indonesia, to act as broker in arranging a withdrawal agreement. There have been two negotiating sessions in Indonesia between all the warring factions, the last in February, and since then feverish behind-the-scenes diplomacy appears to have extracted two

concessions from Hun Sen. They are likely to be related to his insistence on maintaining the Phnom Penh government as a fully legitimate government during a transition period leading to elections and to the nature of international supervision. He has so far been hotly opposed to a UN "supervisory force".

Prince Sihanouk, head of the coalition of Kampuchean resistance groups, has demanded the dismantling of the present government as part of a settlement, but the prince has said he accepted that Phnom Penh's administrative structure would have to remain in place pending elections.

Prince Sihanouk repeated in Peking yesterday that any Vietnamese withdrawal must be controlled by the United Nations and not countries chosen unilaterally by Vietnam. Vietnam had no right to decide Kampuchea's destiny on its

own, he said. However, yesterday's developments are thought to have been enough to persuade him to meet Hun Sen again, probably in Jakarta on May 2. The non-communist Khmer People's National Liberation Front of former Kampuchean Premier Son Sann; and followers of Prince Norodom Sihanouk, the exiled former Kampuchean head of state.

Vietnam invaded Kampuchea in December 1978, driving out the radical Khmer Rouge regime, which is estimated to have killed 2m of the country's 8m population in its four years of power.

US-style car exhaust rules sought by Brussels

By William Dawkins in Brussels

THE European Commission last night proposed to tighten EC rules on car exhaust pollution in line with strict US standards from January 1993, in a remarkable victory for Community environmentalists.

The weekly meeting of the 17 Commissioners called for existing EC rules to be tightened on exhaust emissions for all cars to be made mandatory by January 1991, moving to obligatory tougher standards by 1993.

Brussels proposes to continue with its present incomplete proposal to cut emissions from small cars. This awaits endorsement by the European Parliament next week.

During the transition to the tougher norms, the Commission proposes to guarantee free market access to cars conforming with both existing EC and the equivalent of stricter US standards. According to car industry estimates, the change to US levels of exhaust pollution means emissions should be cut by 73 per cent from present levels, as against the just over 50 per cent made possible by the current standards.

Last night's proposal, which will have to be ratified by member states, will meet tough opposition from France, Italy and Spain, the main producers of small cars, which would carry much of the enormous investment needed to meet the new standards. But it is a victory for the environmentally sensitive Danes, Dutch and West Germans, and the European Parliament, which has been calling on the Commission to take such a step.

Separately, a split between northern and southern EC Governments over the future of Europe's car industry deepened yesterday, 48 hours before the Community's 12 Industry Ministers were due to meet to try to seek a common line on import quotas on Japanese cars.

They are approaching the meeting in San Sebastian, Spain, split on all the main issues facing the industry, also including local content rules, curbs on state aid and the abandonment of technical and administrative barriers to free internal EC trade.

Italy launches largest sterling bond issue outside UK

By Andrew Freeman in London

ITALY yesterday issued a \$400m 25-year Eurobond, the largest fixed-rate sterling issue launched outside the UK government bond market.

The move was seen as an attempt to exploit demand for long-dated sterling bonds which has been stimulated by the UK Government's buying-in of gilt-edged securities as part of its attempts to reduce the budget surplus.

The Government has been buying back its own bonds as part of its Public Sector Debt Repayment programme, creating a shortage of bonds, particularly at the long end of the

maturity range. Long-dated bonds are popular among UK insurance companies and pension funds which have long-term sterling liabilities and want fixed interest rates.

In addition to the buy-in programme and an absence of new gilt issues, liberalisation moves to make it easier for borrowers to tap the sterling markets were recently announced by Mr Nigel Lawson, Chancellor of the Exchequer.

In spite of the advantageous conditions, foreign borrowers, including governments, have been slow to issue sterling bonds. Most European coun-

tries have interest rates lower than those in the UK and have little incentive to launch sterling paper.

Yesterday's issue by Italy should have benefited from the UK Government's announcement later in the day of a reverse auction which will remove a further \$500m from the gilt market.

However, the bonds met mixed demand from UK institutions because of uncertainty about sterling, inflation and the direction of UK interest rates, with some refusing to buy.

One leading UK fund man-

ager said British companies have issued heavily in the long-dated sector of the sterling market in recent months, sating much of the demand.

In morning trading, gilt prices fell by between 1/4 and 1/2 point as rumours of the Italy issue circulated among traders, and there was heavy selling of long-dated gilts and Eurosterling issues. Dealers speculated that long-dated gilts, already a thin market, suffered as CSEFB hedged its own position in the new securities by heavy selling of gilt futures contracts. International bonds, Pages 21 and 22

WORLD WEATHER

City	Temp	Wind	Cloud	Temp	Wind	Cloud
Algeria	18	10	10	18	10	10
Amman	18	10	10	18	10	10
Amsterdam	10	10	10	10	10	10
Ankara	18	10	10	18	10	10
Antwerp	10	10	10	10	10	10
Athens	18	10	10	18	10	10
Bahia	22	10	10	22	10	10
Bangkok	28	10	10	28	10	10
Bombay	28	10	10	28	10	10
Buenos Aires	18	10	10	18	10	10
Calcutta	28	10	10	28	10	10
Cairo	18	10	10	18	10	10
Cardiff	10	10	10	10	10	10
Chennai	28	10	10	28	10	10
Colombo	28	10	10	28	10	10
Copenhagen	10	10	10	10	10	10
Dakar	28	10	10	28	10	10
Dhaka	28	10	10	28	10	10
Dublin	10	10	10	10	10	10
Frankfurt	10	10	10	10	10	10
Geneva	10	10	10	10	10	10
Hanoi	28	10	10	28	10	10
Hong Kong	28	10	10	28	10	10
London	10	10	10	10	10	10
Los Angeles	18	10	10	18	10	10
Lyons	10	10	10	10	10	10
Manila	28	10	10	28	10	10
Medan	28	10	10	28	10	10
Meppen	10	10	10	10	10	10
Mumbai	28	10	10	28	10	10
Nairobi	28	10	10	28	10	10
Paris	10	10	10	10	10	10
Perth	18	10	10	18	10	10
Port of Spain	28	10	10	28	10	10
Rangoon	28	10	10	28	10	10
Reykjavik	10	10	10	10	10	10
Rome	18	10	10	18	10	10
Singapore	28	10	10	28	10	10
Sourabaya	28	10	10	28	10	10
Taipei	28	10	10	28	10	10
Tel Aviv	28	10	10	28	10	10
Tokyo	18	10	10	18	10	10
Toronto	10	10	10	10	10	10
Ulaanbaatar	18	10	10	18	10	10
Washington	18	10	10	18	10	10
Wellington	18	10	10	18	10	10
Yokohama	18	10	10	18	10	10

Swapo rejects peace plan

Continued from Page 1

lar, Mr Botha issued an ultimatum, threatening to suspend the transition to independence elections in the territory, scheduled to take place in November, unless the UN took action.

Mr Nujoma last night refused the offer, saying: "We have been fighting in Namibia for 23 years... it is an insult to our intelligence." He was speaking in Zimbabwe.

Swapo has already offered a ceasefire which includes a provision allowing its military commanders to visit the scene

of the fighting, and recognition of bases within Namibia, but Pretoria has turned this down.

Battles between Swapo guerrillas and South African security forces seem set to continue until the 1,000 strong force of Swapo guerrillas, of whom 180 have been killed, are wiped out or surrender.

South African officials say that Mr Pik Botha's ultimatum has been extended, but a reply is needed before President P. W. Botha opens parliament in Cape Town today.

EXECUTION-ONLY STOCKBROKING

WHY PAY OVER £50 FOR A SHARE DEAL UNDER £20,000?

£ 5,000	£ 62	£50
£10,000	£ 95	£50
£15,000	£123	£50
£20,000	£144	£50

*Based on a survey of four firms offering execution-only service. The survey compares only straight commission charges and any additional charges are excluded from the comparison.

You're an active investor who knows his own mind. But is too much of your own investment profit disappearing in commissions? Fidelity Share Service could substantially reduce the commission you are paying on execution-only deals. There's a once-only joining fee of £25 and minimum commission of £25. But what's more, for all deals between £4,000 and £20,000, the flat commission rate is just £50.

And commission rates are just part of the story. With Fidelity you get the level of service you'd expect from a stockbroking company associated with one of the world's major investment houses. A service which includes rapid and accurate order execution, efficient administration, prompt settlement and a convenient callfree telephone service.

To find out how you can save on commission and enjoy a premium service, call us on 0800 800 700 Monday to Friday, or return the coupon.

Fidelity Share Service is the execution-only share dealing service of Fidelity Portfolio Services Limited, Member of the International Stock Exchange and The Securities Association.

To: Fidelity Portfolio Services Limited, Oakhill House, 130 Tombridge Road, Hildenborough, Tonbridge, Kent TN11 9DZ. Please send me a free copy of the Fidelity Share Service brochure without delay.

Full Name Mr/Ms/Miss _____
 Surname _____
 Address _____
 Postcode _____ PT 73

Fidelity
SHARE SERVICE

CAMERON MARKBY

Sceptre Court, 40 Tower Hill, London EC3N 4BB. Telephone: 01-702 2345

FINANCIAL TIMES COMPANIES & MARKETS

Thursday April 6 1989



INSIDE ICI holds on to empire of the sun

ICI's is one empire on which the sun never sets... ICI is one empire on which the sun never sets. It looks like staying that way, now the UK-based chemicals giant has decided to maintain its substantial corporate presence in India...

Funds add spice to Chile

Hopes of an avalanche of capital from Chile's huge, privately-run pension funds have sent the most actively traded shares on the local stock market shooting up by about 30 per cent this year...

A coup for Kerkorian

MGM/UA Communications, the recently revived Hollywood film and television studio, reported quarterly earnings yesterday which shed new light on the complex \$1bn merger deal agreed with Cinetex Group of Australia last weekend...

Stronger cocoa from Ghana

Ghana used to be the world's biggest cocoa producer, and the commodity is still the country's biggest foreign exchange earner. But the decline of the industry since the mid-1980s means that it is not making the contribution it could to national finances...

Dutch remould for Pirelli

Times are tight and competition fierce in the world tyre market these days - a fact made clear yesterday when Italy's Pirelli group unveiled detailed plans to hive off its tyre operations and transfer them into a Dutch-registered holding company...

Pass Go: Collect £2.77bn

George Graham and Nikki Tait on Société Générale's deal with Touche Remnant

The current wholesale reshaping of Europe's financial services industry saw another counter fall into place yesterday. Société Générale, the largest French private sector bank, put at end to months of speculation over the future of Touche Remnant Holdings, the UK fund manager, by acquiring the company for around £2bn...

Advertisement for Société Générale and Touche Remnant investment management services, including a table of investment trusts and pension funds.

BASF earnings soar by 44%

By Heig Simonian in Frankfurt

GROUP pre-tax profits at BASF, the leading West German chemicals group, soared by 44 per cent to DM2.75bn (£1.96bn) last year, while sales rose 9 per cent to DM45.5bn...

Fromstein becomes Blue Arrow chairman

By Vanessa Houlder in London

A SERIES of bitter boardroom struggles at Blue Arrow, the world's largest employment agency, culminated yesterday in the departure of Mr Tony Berry, the founder and chairman...

Market Statistics

Table with 2 columns: Market Statistics and values. Includes items like Base lending rates, Benchmark Govt bonds, etc.

Companies in this section

Table listing various companies and their share prices, including Allianz, Amey, Boveri, etc.

Chief price changes yesterday

Table showing price changes for various companies and indices, including Frankfurt (Dax), New York (Dow), and London (FTSE).

Allianz buys 51% of Spanish insurer

By Heig Simonian in Frankfurt

ALLIANZ, Europe's biggest insurance group, has taken a further step in its European expansion strategy by buying a 51 per cent stake in Eros de Seguros y Reaseguros, a middle-ranking Spanish insurer...

Minorco has Gold Fields units buyers

By Kenneth Gooding, Mining Correspondent

MINORCO, the South African-controlled investment group, has revealed in deposits to a New York court that it already has several potential buyers lined up for the substantial shareholdings in Gold Fields of South Africa, Newmont Mining of South Africa, Newmont Mining and Resonance Consolidated...

Sun Alliance profits more than double to £372.4m

By Nick Bunker in London

SUN ALLIANCE reinforced its status as by far the most profitable UK insurance company yesterday with news that it more than doubled annual pre-tax profits from £171m to £372.4m (£282m) in 1988...

Large advertisement for SIEBE plc Multi-Option Facility, arranged by Hill Samuel Bank Limited, listing various banks and tender panel members.

INTERNATIONAL COMPANIES AND FINANCE

Pirelli puts its tyres vehicle on the road

By Alan Friedman in Milan

ITALY'S Pirelli group yesterday unveiled details of its plan to hive off its tyre operations and transfer them into a Dutch-registered holding company that is this year forecast to have \$3.5bn of sales, making it the world's fifth largest tyre maker.

Pirelli Tyre Holding NV, as the Amsterdam-based vehicle is to be called, will seek to raise \$250m to \$300m from international investors by issuing new equity representing 25 to 30 per cent of the company's share capital.

The share offer, to be lead-managed by Morgan Stanley International, is expected to take place either in June or October, depending on market conditions. Aside from the quotation in the Netherlands the holding vehicle is also to seek a listing on London's SEAQ market.

The creation of the Dutch holding vehicle - with its control of 29 manufacturing plants in nine countries, its 33,500 employees and a new international supervisory board chaired by Mr Wisse Dekker of Philips - is for Pirelli a long-planned attempt to boost its fortunes in the increasingly competitive world tyre market.

Mr Andrea Travelli, the

Pirelli group finance director who will serve as one of the tyre holding's board members, said in an interview that the new vehicle was being formed for two main reasons - to give greater visibility and a separate identity to the tyre business and to prepare for capital raising operations that will fund future acquisitions.

Until now Pirelli's tyre business has been incorporated into the group's complex structure, last year representing around 45 per cent of Pirelli's \$7bn of total revenues; the rest consisted of sales from the cables and diversified rubber products divisions.

Pirelli has never broken out the profitability of its tyre business, nor has it ever produced a consolidated balance sheet; the latter will be unveiled with the group's 1988 results within the next four or five weeks.

Mr Travelli admitted, however, that even with the purchase last year (for \$10m) of Armstrong Tyre of Connecticut Pirelli is still only a member of the second league of leading tyre companies in turnover terms. The top three players are Goodyear, Michelin and Bridgestone of Japan and like all leading tyre manufacturers

Pirelli Tyre Holding

Sales:
1988: \$3.0 billion
1989: \$3.5 billion (forecast)

Ranking:
5th biggest in world tyre market

Share:
8% of world tyre market

Total assets:
\$2.3 billion

Net equity:
\$950 million

Net debt:
\$800 million

Employees:
33,500

Factories:
29 plants in 9 countries

Figures are on a pro-forma basis for 1988

they are locked in a global fight for market share and sales.

The second league of big tyre producers includes Continental of West Germany, which with its General Tire acquisition last year was ahead of Pirelli with \$3.8bn of sales, and Sumitomo/Dunlop, which is just

behind Pirelli in terms of world market share (7 per cent against Pirelli's 6 per cent), but had 1988 sales similar to Pirelli's \$3bn.

Pirelli Tyre Holding is to be run by Mr Ludovico Grandi, who has managed the group's tyre division since 1984. Last November Pirelli transferred all its tyre companies into the holding except for Italy and Brazil, which had 1988 sales of \$600m and \$540m respectively. The Italian and Brazilian businesses were channelled into the Dutch vehicle last month.

Some 48 per cent of Pirelli's tyre sales (including Italy) are in Europe, where it ranks third in terms of total market share and second in terms of sales of a single brand name. Among Pirelli's priorities for the new tyre company will be a drive to strengthen its sales on the truck and bus side, which now represent 22 per cent of total tyre revenues, below the sector average for other tyre makers. Pirelli is strongest in the car sector, which thanks to first equipment clients such as Fiat, Mercedes, BMW and Ford (Europe) accounts for 38 per cent of tyre sales, against an average of 45 per cent of most tyre companies. But Pirelli is weak in the US,

where it is now investing \$250m in Armstrong and hopes to begin annual production later this year of 300,000 Pirelli tyres. Armstrong helped bolster Pirelli's position in the agricultural tyre sector, but the Italian company has yet to become a first equipment supplier in North America, which it hopes to do by penetrating the high performance market in the next couple of years, possibly by means of a deal with General Motors.

On a pro-forma basis Pirelli Tyre Holding's \$3bn of 1988 sales would have included a seven-month contribution from Armstrong, or around \$300m. The rest of Pirelli's tyre sales grew by around 7 per cent last year, according to Mr Travelli, who says the new holding company will aim to expand in the US and in the Far East.

The choice of Amsterdam as headquarters for the new holding company was taken partly for tax reasons and partly in order to woo international investors that might find the Dutch market better regulated than the Milan bourse. "Everybody," sighs Mr Travelli when asked why the tyre company didn't seek its first listing on Milan, "knows the story of the Italian market."

Swarttouw steps down as Fokker chairman

By Laura Raun in Amsterdam

MR Frans Swarttouw will step down as chairman of Fokker this year as expected, but the colourful executive will stay with the Dutch aerospace company as a member of its supervisory board.

Mr Swarttouw, 56, had given up most of his duties over the past year due to heart problems and has been under some political pressure to hand over the reins. Politicians in the Hague demanded that Mr Swarttouw resign at the end of 1987 when the Dutch Government bailed Fokker out of financial difficulties, blaming him for the troubles.

But since that time Fokker has turned around dramatically, pulling itself out of the red and filling its order portfolio to the brim. Recently efforts have been made to credit Mr Swarttouw with the rebound in an effort to pave the way for a graceful exit.

Mr Swarttouw's date of departure and successor were not announced yesterday, suggesting a possible power struggle. Two top candidates are Mr Erik Nederkoorn and Mr Ron van Dulzen, the other two members of the management board, although an outsider could be brought in.

Mr Nederkoorn has been Fokker's most visible representative in recent months, signing a series of big orders which he apparently negotiated. Fokker makes short- to medium-haul airplanes and is 32 per cent State-owned.

Mr Swarttouw has served as chairman for 11 turbulent years, which he recently described as "enervating and to compare with a permanent war situation."

Mr Swarttouw is one of the Netherlands' high-profile captains of industry - noted for his determination, daring and swashbuckling ways. The son of a successful Rotterdam "harbour baron," he initiated an ill-fated joint venture with McDonnell Douglas of the US, presided over the ambitious launch of two new aircraft simultaneously (the Fokker 50 and Fokker 100) and cultivated the US market which is now yielding fruit.

Contrasting results at Nat-Ned and Amev

By Laura Raun in Amsterdam

NATIONALE-Nederlands, the Netherlands' biggest insurance company, lifted 1988 earnings by 12 per cent but Amev, the third largest insurer, posted 5 per cent lower profits.

Nat-Ned lifted its 1988 dividend by 8 per cent to Fl 2.30 a share and Amev kept its unchanged at Fl 2.55. Both companies predicted higher earnings for 1989.

Nat-Ned boosted its net income to Fl 767m (\$373m) last year from Fl 703m in 1987 as revenue increases in non-life insurance and professional reinsurance outweighed a modest decline in life insurance. Per-share earnings rose 7 per cent to Fl 6.38 from Fl 5.98.

Revenues jumped 17 per cent to Fl 20bn in 1988 from Fl 17bn.

The decline in life insurance was a result of the high costs of generating new business, particularly in the Far East. Non-life insurance continued to recover from the loss of 1987, thanks to improvements across the board - geographically and in products.

Nat-Ned set aside reserves for the new tax treatment of Dutch insurance companies expected this year and for higher longevity risks as a result of the ageing population. Without these provisions net

income would have been Fl 82mm higher.

In contrast Amev's profits slipped to Fl 376m from Fl 262m as non-life insurance and other activities fell by more than life insurance rose. Per-share net income dropped 7 per cent to Fl 4.98 from Fl 5.31.

Revenue was flat at Fl 339.8m compared with Fl 339.8m.

Amev, which plans an alliance with Verenigde Spaarbank, the biggest Dutch savings bank, blamed its 1988 decline on comparisons with a particularly strong 1987.

In that year extraordinary gains were booked on the sale of a large office project and Security Mutual Finance, a US finance company.

Operating income in non-life insurance declined due to health insurance in the US and motor coverage in Spain, Amev said. Life insurance improved in the US and Spain and deteriorated in the Netherlands and Australia.

Amev said it expected per-share profits to climb this year despite the number of new shares which will be swapped with Verenigde Spaarbank, with the aim of a possible merger.

Berlusconi to acquire interest in Spanish TV

By Alan Friedman

MR Silvio Berlusconi, the king of Italian commercial television, has announced plans to acquire a 25 per cent stake in Telefuturo, one of the three new Spanish commercial television stations set to begin broadcasting next year.

Although the field of contenders for a piece of Spanish television is already crowded by names such as Robert Maxwell, RTL of Luxembourg and TPI of France, an aide to Mr Berlusconi said last night that the Italian entrepreneur "has got guarantees from the Spanish authorities that he will be allowed to buy a shareholding in Telefuturo."

Mr Berlusconi has pioneered the commercial television business in Italy since the early 1980s and his three national networks - Canale 5, Rete 4 and Italia Uno - now command close to 45 per cent of

prime time viewing audiences with a garish mix of Hollywood films, quiz shows, dubbed versions of Dallas, Dynasty and other soaps plus Mr Berlusconi's own imitable brand of extravagant chorus girl-filled variety shows.

The Milan television magnate also owns 25 per cent of La Cinq, the French commercial station, as well as Capodistria of Yugoslavia. In West Germany, his Fininvest holding company owns 45 per cent of Tele 5, a Munich-based cable network with 3.2m subscribers. Mr Berlusconi's aide said CTL of Luxembourg is negotiating to acquire part of a further 45 per cent in Tele 5.

The Berlusconi group is also in talks with West Germany's Springer group about a media alliance that would see Fininvest selling part of its Tele 5 stake to Springer.

De Benedetti wants a profit on La Générale

By Our Financial Staff

MR CARLO De Benedetti, the Italian financier, has confirmed he will sell his 15 per cent stake in Société Générale de Belgique (La Générale), but not before making a profit on his controversial purchase in the Belgian company, writes David Buchanan in Brussels.

Mr De Benedetti said in a French radio interview that since he and Cerus, his Paris-based investment company, failed in their bid to become "the industrial operator (of La Générale) . . . we will sooner or later cash this stake."

The average price paid for the La Générale stake was between Bfr4,500 and Bfr4,800, local stockbrokers believe. This compares with a current market price of Bfr4,700.

If Mr De Benedetti sells soon, he will be competing with the planned sale by Sodinvest of its 12 per cent stake in La Générale this summer.

Tettamanti's Sulzer stake bought by Werner Rey

By Our Financial Staff

MR WERNER REY, the Swiss financier, has ended 18 months of uncertainty over shareholdings in Sulzer Brothers by purchasing the remaining 10 per cent stake in the Swiss engineering group held by Dr Theo Tettamanti and his Saurer Gruppe Holding.

Omni Holding, the parent company of the group controlled by Mr Rey, paid a total of Sfr138m (\$88.4m) to raise its stake in Sulzer from 20 per cent to 30 per cent. Omni said the acquisition "restores clarity to Sulzer's shareholding structure and signals an end to an extended and distressing period of insecurity."

Mr Tettamanti led a shareholder group which in the autumn of 1987 took control of some 35 per cent of the voting capital of Sulzer. The group hoped to spur the Winterthur-based group into improving its

financial performance, but Sulzer refused to enter into the share register a large part of the group's holding, thus removing the shares' voting rights.

The company broke off discussions with the syndicate in December 1987 and had discussions with potential industrial partners, but talks with the Tettamanti group were resumed before breaking down again last March.

The following month, Mr Rey partially broke the deadlock by purchasing a 20 per cent stake from the syndicate.


Yesterday Omni expressed its confidence in the present Sulzer management which is headed by Dr Fritz Fahrni, and stated its intention to "continue to participate actively in the formulation of future corporate strategies."

financial performance, but Sulzer refused to enter into the share register a large part of the group's holding, thus removing the shares' voting rights.

The company broke off discussions with the syndicate in December 1987 and had discussions with potential industrial partners, but talks with the Tettamanti group were resumed before breaking down again last March.

The following month, Mr Rey partially broke the deadlock by purchasing a 20 per cent stake from the syndicate.

Yesterday Omni expressed its confidence in the present Sulzer management which is headed by Dr Fritz Fahrni, and stated its intention to "continue to participate actively in the formulation of future corporate strategies."




Morgan Stanley Realty Expertise in Hotel Sales and Financings

<p>Grand Metropolitan PLC the parent of Inter-Continental Hotels Group</p> <p>STANFORD COURTS A Five-Star luxury hotel located in San Francisco, California. Now owned by Royal Standard Hotel Company</p>	<p>Sixpence Inns of America, Inc. Sixpence Inns has been acquired by Motel 6, L.P.</p>
<p>Sale of COPLEY PLAZA HOTEL Boston, Massachusetts by John Hancock Mutual Life Insurance Company</p>	<p>Like-Band Permanent Financing Scanticon-Princeton Executive Conference Center and Hotel Princeton, New Jersey Bank of Montreal acquires a.s.</p>
<p>THE PENINSULA GROUP A division of The Hongkong & Shanghai Hotels, Ltd. has purchased a 100% long-held interest Maxim's de Paris Suite Hotel New York, New York</p>	

MORGAN STANLEY REALTY

This announcement appears as a matter of record only.



DHL Operations B.V.
U.S. \$250,000,000
Unsecured Medium Term Loan Facility

Arranger and Agent
S.G. Warburg & Co. Ltd.

Lead Managers
Bank Brussels Lambert N.V. The Bank of Tokyo Ltd.
Midland Bank plc Standard Chartered Bank
S.G. Warburg & Co. Ltd.

Co-Lead Managers
Bank of America NT & SA Barclays Bank PLC
Crédit Lyonnais The Dai-ichi Kangyo Bank, Limited
The Industrial Bank of Japan, Limited Kredietbank N.V.
The Kyowa Bank, Ltd. The Mitsui Bank, Limited
NMB Bank The Royal Bank of Canada

Managers
Banque Indosuez Generale Bank N.V.

Participants
Creditanstalt-Bankverein Dresdner Bank Aktiengesellschaft
London Branch London Branch
National Australia Bank Limited The Sumitomo Bank, Limited

March 1989

INTERNATIONAL COMPANIES AND FINANCE

ICI finds new formula for India

David Housego on the UK chemical group's decision to stay put

The decision by ICI to maintain a substantial corporate presence in India, as confirmed on a recent visit by Mr Denys Henderson, chairman of the British diversified chemicals group, is a sign of the fresh interest in India being taken by multinationals. ICI, which through its Indian Explosives subsidiary, manufactures fertilisers, pharmaceuticals, paints, artificial fibres and specialty chemicals, is the second largest foreign-owned group in the country, with a turnover of Rs5,5m (Rs83.7m).

But Indian Explosives has been through a long and difficult patch with internal restructurings, stagnant sales, low levels of profitability by ICI standards and a staff demoralisation as a result of uncertainties over the parent group's intention.

Mr Philip Daubney, the British managing director, called in four years ago to provide tighter management control following an amalgamation of ICI's Indian subsidiaries under the Indian Explosives umbrella, has cut costs, reduced staff, provided a new strategy for the group and improved profitability.

But it was by no means certain until the end of last year that ICI would not pull out of India or at least sell off chunks of its operations. Takeover rumours were rife that one of the ambitious new Indian petrochemical giants like Reliance or RPG Enterprises of Mr R.P. Goenka would snap up the British stake.

Mr Henderson concedes that Indian Explosives' profit performance had "not been very sparkling" and that 1986-87 was a "lousy year". Pre-tax profits as a percentage of turnover have climbed from 6 to 7 per cent in the early 1980s to a current level of 9 per cent, compared with a current ICI group average of 12-13 per cent.

Indian Explosives suffered from being low on ICI's priorities for much of the 1980s -

while the British group was preoccupied with its European and US operations - and from being out on a limb in terms of both the group's global strategy and its call on ICI funds.

ICI also had doubts over how worthwhile it was to maintain a large equity presence in a country where foreign companies were faced with the restrictions of the foreign exchange regulations as well as the difficulties faced by Indian companies over obtaining new licences, expanding capacity, or importing new equipment.

The group suffered a major setback when it lost out to Indian competitors over a Rs6m natural gas powered fertiliser plant at Sakhjapur in Uttar Pradesh. Among the factors that weighed in ICI's decision to stay was Mr Henderson's belief that "the investment climate has changed over the last two or three years" towards greater liberalisation and that there was a realisation within the Government that "India must consider itself part of the world market."

ICI is also attracted by India's large middle class market and a demand for chemicals expanding in real terms at 3 per cent a year. Within that overall figure, it sees plenty of opportunities for introducing products and technologies where ICI has built up a world-wide reputation.

The tangible sign of ICI's renewed commitment to India is that Indian Explosives, in which ICI has a 51 per cent stake, will be renamed ICI India - thus reasserting its British and multinational identity. The Indian company, as Mr Henderson sees it, will thus be more closely integrated with group headquarters.

It will have the commercial advantage of making more extensive use of the ICI brand name. And the change will also be a morale booster to ICI

Indian employees by putting an end to takeover rumours.

But Mr Henderson makes no promise of new investment funds from the parent group. ICI India "will have to fight its corner," he says. "There will be no special treatment."

Planned investment over the next five years will be Rs2m which is small by the standards of India's rising petrochemical groups. But ICI does not want to repeat what it now

has sold well elsewhere in the world. In agriculturals, it plans to introduce its Karate insecticide, an advanced synthetic pyrethroid that was developed in the UK. "Once you get a world beater, you push it round the world," says Mr Henderson.

Over the next few years ICI will add three or four new businesses. It already has a government licence to set up a polyurethane plant to make shoe soles, insulation materials and engineering plastics.

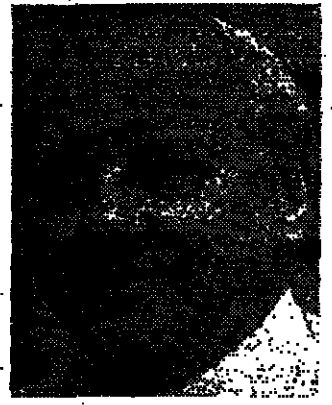
Once demand builds up sufficiently, it will integrate backwards with an MDI plant. It is seeking government permission to manufacture energy efficient FM-21 membrane cells for the chlor-alkali industry.

Its most recent investment - a Rs5m (\$42.7m) polyester staple fibre plant at Thane, near Bombay - has, however, run into problems because it has been completed at a time of an unexpected combination of rising material prices and excessive government licensing of new polyester plant that has resulted in surplus capacity for fibre producers.

"We will have to slog it out for a couple of years," says Mr Henderson. In the immediate future 10 per cent of output will be exported.

While diversifying into new products, ICI intends to push for further cost reductions. It has reduced its Indian workforce from 10,000 in 1983 to 8,100 now.

It has also sold its polythene plant at Rishra, near Calcutta, which was incurring losses because of difficulties obtaining the molasses-based alcohol on which it depended for its feedstock. ICI India also intends to put greater effort into marketing. "This company has been more technology-driven," says Mr Daubney. "Now we shall go back to the customer and find solutions to his problems with him."



Denys Henderson: does not promise UK investment

Gammon India thwarts hostile takeover bid

By R.C. Murthy and Gita Piramal in Bombay

GAMMON INDIA, a Bombay civil engineering company, has thwarted a hostile takeover bid by Mr Mann Chhabria, a Dubai-based businessman of Indian origin.

A shareholders' poll conducted under the auspices of a Bombay High Court judge showed that 60 per cent of votes cast were in favour of the incumbent management of the 60-year-old company.

The present management team is headed by Mr James Bates, the chairman, and Mr T.N. Subba Rao, the managing director.

The poll closes a year-long battle for control of the company which despite its modest Rs108m (\$6.7m) turnover has been fought in the courts and the front pages of local newspapers.

In the most recent move, Mr Chhabria sought court intervention to defer the meeting when he realised the majority of shareholders were against him.

The failure is rare for the 48-year old Mr Chhabria, who in the last five years has created India's eighth largest bus-

ness group almost entirely through takeovers.

The Indian interests of the Rs11.1bn Chhabria group include tyres, liquor, electronics, engineering and printing.

SCIL understood, however, is the identity of the white knight whose support for Gammon management - along with that of state financial institutions holding 6 per cent of the equity - swung the fight in the board's favour. The other party may now reveal its identity and request a seat on the board.

A spokesman for Mr Chhabria said he would hang on to his 33 per cent shareholding "for the time being."

Mr Chhabria acquired an initial 12.8 per cent from the London-based Mr Andrew Gammon last year. However, his half-brother on the Gammon India board, Mr Peter Gammon, refused to sell his stake.

The shares, which had stood at Rs29, reached Rs320 at the peak of the battle. They are now back to Rs95, which values the Chhabria holding at Rs67.5m.

CSR settles with SGIC over asbestos claims

By Chris Sherwell in Sydney

CSR, THE Australian industrial group, has settled its legal dispute with the Western Australian State Government Insurance Commission (SGIC) over claims against CSR by sufferers of asbestos-related diseases.

The agreement will save both parties growing embarrassment over the failure to settle claims by hundreds who are suffering from asbestosis and the incurable lung-cancer, mesothelioma.

It will also reduce CSR's direct liability significantly.

The dispute concerned cover for Midalco, the CSR subsidiary which operated the Wittenoom asbestos mine in Western Australia between 1943 and 1986.

The SGIC announced last September that its unlimited cover for the 1969-86 period was "inoperative," and CSR took it to court.

Yesterday the two sides agreed to fund equally settlements relating to this period. CSR said the agreement would entail contributions of about A\$15m (US\$12.4m) each.

It also said it would continue

to fund settlements totalling about A\$20m for those who worked at the mine before 1989.

The SGIC's move last September followed the Victorian State Government's rejection of CSR appeal against the award of A\$250,000 in exemplary damages to Mr Klaus Rabenalt, a former Wittenoom employee suffering from mesothelioma. Mr Rabenalt also won A\$426,000 in compensatory damages.

The SGIC said CSR was aware of the dangers of asbestos dust, had failed to take reasonable precautions and did not fully disclose the dangers of the mine to the commission.

CSR angrily dismissed the allegations and accused the commission of failing to provide reserves to cover claims or to take out adequate reinsurance.

Yesterday's agreement means both sides have effectively admitted some responsibility for the Wittenoom mine, which has been dubbed "Australia's Bhopal" because of the death and disease it has wrought.

RICHARDS & O'NEIL
885 Third Avenue
New York, New York 10022
(212) 207-1200

We are pleased to announce that

ANTHONY J. CARBONE

has become a member of the firm and will continue to practice tax law

and

JONATHAN ZAVIN

formerly a member of Zavin, Sinnreich & Wasserman has become a member of the firm and will continue to practice copyright and entertainment law

and

SCOTT M. MARTIN and ARTHUR P. REICHMAN

formerly associated with Zavin, Sinnreich & Wasserman have become associated with the firm.

April 1, 1989

REPUBLIC OF COLOMBIA
ISSUE NO. 0002
FLOATING RATE SERIAL NOTES DUE 1994
New Rate of Interest 11.627% p.a.
Interest Payable Date October 4, 1989.
US\$290.94 per US\$1,000 Note and
US\$27,544.89 per US\$200,000 Note.
By Citibank, N.A., CSI Dept
London, Agent Bank
April 6, 1989

To the Holders of
THE CHIBA BANK, LTD.
U.S.\$100,000,000 2 1/2% per cent.
Convertible Bonds due 2002

Notice of Issues of the Convertible Debentures and Adjustment of Conversion Price

Pursuant to Clause 7 of the Trust Deed dated 22nd December, 1986 with respect to the above-captioned Convertible Bonds, you are hereby notified as follows:
The Chiba Bank, Ltd. issued Japanese Yen 20,000,000,000 Convertible Debentures due 1993 and Japanese Yen 20,000,000,000 Convertible Debentures due 1995 (together the "Debentures") on 31st March, 1989 (the "Issue Date"). Each of the initial conversion prices per Share of both Debentures are Yen 1,394, which were determined on 3rd March, 1989 and such initial conversion prices are less than Yen 1,441, the current market price per Share, as at 3rd March, 1989, which is the average of the daily closing prices of the Shares on the Tokyo Stock Exchange for the 30 consecutive trading days commencing 45 trading days before such date (the first and last days of such 30 consecutive trading days being 24th December, 1988 and 24th February, 1989, respectively) as provided in and subject to the said Trust Deed.

Accordingly the calculation based on the number of total Shares outstanding on the Issue Date of 582,215,182 Shares, the Conversion Price of such Convertible Bonds has been adjusted pursuant to the Trust Deed and the Conditions of the aforesaid Convertible Bonds as follows:

(1) Conversion Price before adjustment: Yen 751.1 per Share
(2) Conversion Price after adjustment: Yen 749.90 per Share
(3) Effective Date of the adjustment (Tokyo time): 1st April, 1989

THE CHIBA BANK, LTD.
Dated: 3rd April, 1989

All of these securities having been sold, this advertisement appears as a matter of record only.

\$200,000,000

BP America Inc.

10.15% Guaranteed Notes Due 1996

Payment of the principal of and interest on the Notes is guaranteed by

The British Petroleum Company p.l.c.

Goldman, Sachs & Co. The First Boston Corporation

Merrill Lynch Capital Markets Morgan Stanley & Co. Salomon Brothers Inc
Shearson Lehman Hutton Inc. ABD Securities Corporation Bear, Stearns & Co. Inc.
Daiwa Securities America Inc. Deutsche Bank Capital Dillon, Read & Co. Inc.
Donaldson, Luffkin & Jenrette Drexel Burnham Lambert Kidder, Peabody & Co.
Lazard Frères & Co. The Nikko Securities Co. Nomura Securities International, Inc.
PaineWebber Incorporated Prudential-Bache Capital Funding
SBCI Swiss Bank Corporation Investment banking Smith Barney, Harris Upham & Co.
UBS Securities Inc. Wertheim Schroder & Co. Dean Witter Reynolds Inc.
Yamaichi International (America), Inc. C.J. Lawrence, Morgan Grenfell Inc.
McDonald & Company The Ohio Company Prescott, Ball & Turben, Inc.
Securities, Inc.

April 1989

RAUMA-REPOLA Oy

has acquired

NORDBERG INC.
and its affiliated companies

On behalf of Rauma-Repola Oy, the undersigned developed the acquisition strategy, approached the sellers, valued the companies, and assisted in negotiating and closing the transaction.

BOOZ-ALLEN ACQUISITION SERVICES
BOOZ-ALLEN & HAMILTON INC.

March 1989

£200,000,000

ABBEY NATIONAL BUILDING SOCIETY

(Incorporated in England under the Building Societies Act 1974)

Floating Rate Notes 1993

In accordance with the provisions of the Notes, notice is hereby given, that for the three month Interest Period from April 5, 1989 to July 5, 1989 the Notes will carry an Interest Rate of 13.225% per annum. The interest payable on the relevant interest payment date, July 5, 1989 will be £328.72 per £10,000 principal amount of Notes.

By: The Chase Manhattan Bank, N.A.
London, Agent Bank

April 6, 1989

U.S. \$100,000,000

SIL

Brierley Investments Overseas N.V.
(Incorporated with limited liability in the Netherlands Antilles)

Floating Rate Notes Due 1992

all unconditionally and irrevocably guaranteed by

Brierley Investments Limited
(Incorporated with limited liability in New Zealand)

In accordance with the terms and conditions of the Notes, notice is hereby given, that for the interest period from April 5, 1989 to July 6, 1989 the Notes will carry an interest rate of 10.45% per annum. The amount payable on July 6, 1989 will be U.S. \$284.15 per U.S. \$10,000 principal amount of Notes.

By: The Chase Manhattan Bank, N.A.
London, Agent Bank

April 6, 1989

New Issue

All these securities having been sold, this announcement appears as a matter of record only.

March, 1989



TODA CONSTRUCTION CO., LTD.

U.S. \$150,000,000

4 1/4 PER CENT. GUARANTEED NOTES DUE 1993 WITH WARRANTS TO SUBSCRIBE FOR SHARES OF COMMON STOCK OF TODA CONSTRUCTION CO., LTD.

unconditionally and irrevocably guaranteed as to payment of principal and interest by

The Mitsubishi Bank, Limited

ISSUE PRICE 100 PER CENT.

The Nikko Securities Co., (Europe) Ltd.

DKB International Limited

Nippon Kangyo Kakumaru (Europe) Limited

Bankers Trust International Limited

Baring Brothers & Co., Limited

Crédit Commercial de France

Merrill Lynch International & Co.

Morgan Grenfell Securities Limited

Salomon Brothers International Limited

Wako International (Europe) Limited

Mitsubishi Finance International Limited

Yamaichi International (Europe) Limited

Sanwa International Limited

Barclays de Zoete Wedd Limited

Chuo Trust International Limited

Deutsche Bank Capital Markets Limited

Mitsubishi Trust International Limited

Ryoko Securities International Limited

J. Henry Schroder Wagg & Co. Limited

S.G. Warburg Securities

INTERNATIONAL COMPANIES AND FINANCE

Qintex tie seen as Kerkorian coup

By Anatole Kaletsky in New York

MGM/UA Communications, the recently revived Hollywood film and television studio, reported quarterly earnings yesterday which shed new light on the complex \$1bn merger deal agreed with Qintex Group of Australia last weekend.

The company's results, covering its second fiscal quarter to February 28, 1989, suggested that Mr Kirk Kerkorian, its legendary controlling shareholder, may have achieved another financial masterstroke in the Qintex deal.

MGM/UA lost \$14.7m or 29 cents a share after tax in the second quarter, despite dramatic growth in its revenues from theatrical and TV film

distribution.

In the second quarter of 1988 MGM/UA incurred a net loss of \$4.6m or nine cents, but the two results were not directly comparable because of the 63 per cent increase in operating costs to \$231.7m, connected with this year's much bigger production and distribution commitments.

The more remarkable aspect of the results announcement came in the evidence that the company's growing prosperity was based largely on its latest film and TV productions. Under his Qintex deal, Mr Kerkorian will retain ownership of these lucrative properties.

MGM/UA said its theatrical distribution revenues more

than doubled in the second quarter to \$118.9m, largely because of the success of Rain Man, the Dustin Hoffman film which won four Academy awards. In addition to this success in the US market, it said foreign rentals of Willow and A Fish Called Wanda had proved extremely strong.

The company said theatrical returns from the first quarter of 1989 showed that MGM/UA had risen to number one in box office revenues in the US market, with a market share of 17 per cent. Two years earlier, its share was only 1 per cent.

In television, MGM/UA said its most popular series, Thirty Something and In the Heat of the Night, were holding their

number one positions in their respective time-slots, while a new quiz show, Straight to the Heart, had delivered "an outstanding performance" since its debut in March.

When Qintex buys MGM/UA for \$1bn, Mr Kerkorian's Tracinda Corporation will simultaneously repurchase for \$250m the MGM name and logo along with the 34 feature films the company has produced since 1986 and the MGM/UA Television Production Group.

Qintex will spend paying \$750m for the 4,000 pre-1988 movies in the MGM/UA library, merchandising activities, a theatrical and TV distribution network and the present film production business.

US pension funds step up battle for investor voice

By Janet Bush in New York

THREE OF the largest public US pension funds are about to challenge several leading corporations to withdraw voluntarily from the protection of Delaware anti-takeover law.

The California Public Employees Retirement System, which runs a \$49bn pension fund, will challenge Lockheed at its annual meeting next month. This is the latest stage of a two-year drive to sponsor shareholder resolutions aimed at giving pension fund investors a more active voice in the management decisions of top companies.

The New York City Employees Retirement System will bring up the same point at the annual meetings of Kimberly-Clark and Boeing, and the California State Teachers Retirement System will issue a challenge to Ford.

The challenge to management's protection under Delaware law is particularly significant, not because the state's anti-takeover laws are more

stringent than elsewhere but because 56 per cent of Fortune 500 companies are incorporated there and 45 per cent of companies traded on the New York Stock Exchange.

The move by the three pension funds does not appear to have been formally co-ordinated but the campaign on several fronts does point to a trend in which pension funds are demanding a more active role in the management decisions of companies in which they invest.

The campaign has come in for some criticism in light of increasing concern among public pension funds about the potentially damaging effect on local economies of hostile takeovers.

One official who has been involved with a New York State task force examining pension fund policy towards takeovers and leveraged buy-outs commented: "On the face of it, I don't see any long-term logic to this. What are these

funds doing - setting themselves up to make money from hostile takeovers?"

Mr Basil Schwab, assistant executive director of the California Public Employees Retirement System, rejects this criticism, saying that his pension fund is not for or against hostile takeovers.

The campaign, he believes, is part of a drive towards pension funds using their muscle to improve management performance. "What we are against are entrenched managements making decisions which affect the future of the company without shareholder approval," he said. His Californian fund owns around 800,000 shares of Lockheed out of a total of 88.5m, a tiny proportion.

Mr Schwab said it is difficult to judge how successful the shareholder resolution will be but that other public pension funds are becoming more active in ensuring a more substantial policy-making role for investors.

Provigo earnings hit by poor health side

By Robert Gibbons in Montreal

PROVIGO, Canada's second largest food distributor, saw profits decline last year following poor performances in some areas.

The group's net income dropped - to C\$60.2m (US\$50.7m) or 71 cents a share in the year to January 28, from C\$67.2m or 80 cents a year earlier on net sales, including its consumer goods retailing activities, up 17 per cent to C\$7.4bn.

Mr Pierre Lortie, chairman and chief executive, said the 1988 results were disappointing. He said the strong results for the food and convenience groups were overshadowed by difficulties in the Media health and pharmaceutical services and the "poor performance" of ToyCity. The health and pharmaceutical group suffered a loss of C\$2.8m, against a profit of C\$3.2m a year earlier while the convenience group saw profits increase by 6 per cent to C\$10.8m.

IBM enters back-up systems market

By Louise Kehoe in San Francisco

INTERNATIONAL Business Machines has entered the market for providing emergency back-up systems for businesses that are critically dependent on computers.

It said it would provide mainframe and minicomputer systems at recovery service centres in the US.

The market for such services is growing rapidly as financial institutions, insurance companies, retailers and others recognise their dependence on com-

puter systems. US banks are required by law to maintain a back-up system that can be tapped in the event of a big computer failure or natural disaster.

IBM's entry into the field represents a challenge to market leaders Sunstar and Comdisco, which dominate the US market for disaster recovery systems. IBM said its disaster recovery services were limited but it planned to expand them later this year.

The US disaster-recovery market is valued at only about \$200m per year, but is growing at about 25 per cent per year, according to industry experts.

Recent disasters such as the Los Angeles earthquake that disrupted the computer operations of a real estate title company and last year's fire at a Chicago telephone exchange that knocked out data communications for several companies have emphasised the need for back-up services.

Simmons cuts Lockheed stake

MR HAROLD Simmons, the Dallas investor who has reduced his stake in Lockheed, the big US military contractor, to 2 per cent from 5.3 per cent, says reports.

In a filing with the Securities and Exchange Commission, he said the shares were sold because of their performance and the company's sale of shares to an employee stock ownership plan.

Notice is hereby given that the Annual General Meeting of Aktiebolaget SKF will be held at SKF Kristinedal, Byfogdegatan 4, Göteborg, at 3.30 p.m. on Thursday April 27, 1989.

Annual General Meeting

Agenda

1. Ordinary general meeting business will be transacted in accordance with Swedish law and the Articles of Association.
2. The Board's proposal that the terms of the Articles of Association regarding the objects of the company (§2) be changed so that the terms reflect the company's present objects.
3. The Board's proposal that the terms of the Articles of Association regarding the shares' nominal value (§5) be changed so that the share have a nominal value of 12 kronor 50 öre instead of 50 kronor.
4. The Board's proposal regarding a four for one stock split for both share classes.

Notice of Attendance

For the right to participate in the meeting, shareholders must be recorded in the shareholder's register kept by the Securities Register Centre (VPC AB) by Monday April 17 and must notify the Company before noon Monday April 24 of their intention to attend (Aktiebolaget SKF, S-415 50 Göteborg, Tel: +46-31-37 26 52), giving details of name, address, telephone and shareholding.

Payment of Dividends

The Board recommends that shareholders with holdings in the register records on May 3 are entitled to receive dividends for 1988. If this date is accepted by the Annual General Meeting it is expected that the Securities Register Centre will send out notices of payment to recorded shareholders and listed depositaries on May 11, 1989.

To facilitate payment of dividends, shareholders who have changed address are recommended to inform Värdepapperscentralen VPC AB, S-171 18 Solna, well before May 3.

Proxy forms are available from:
AB SKF, S-415 50 Göteborg, Sweden.
Tel: +46-31-37 26 52 & 37 10 00.

Göteborg, April 1989. The Board of Directors



THE DEVELOPMENT BANK OF SINGAPORE LTD
(Incorporated with Limited Liability in the Republic of Singapore)

To: All Bondholders

US\$70,000,000 5 1/4% Convertible Bonds Due 1998

Suspension of Bond Conversion

NOTICE IS HEREBY GIVEN that the Bonds will not be convertible during the period 12 May 1989 to 17 May 1989, both dates inclusive, being the period during which the Share Transfer Books and the Register of Members of the Company will be closed for the purpose of determining shareholders' entitlement to the proposed Second and Final Dividend in respect of the financial year ended 31 December 1988.

US\$100,000,000 4% Subordinated Convertible Bonds Due 2001

Suspension of Bond Conversion

NOTICE IS HEREBY GIVEN that the Bonds will not be convertible during the period 12 May 1989 to 17 May 1989, both dates inclusive, being the period during which the Share Transfer Books and the Register of Members of the Company will be closed for the purpose of determining shareholders' entitlement to the proposed Second and Final Dividend in respect of the financial year ended 31 December 1988.

BY ORDER OF THE BOARD

SHIRLEY LOO-LIM (MRS)
GROUP SECRETARY
THE DEVELOPMENT BANK OF SINGAPORE LTD
6 April 1989
Singapore

AVAILABILITY OF 1988 ANNUAL REPORT

Copies of the 1988 Annual Report of DBS Bank will be available from 10 May 1989 at

- i) DBS Bank London Branch, 2nd Floor 19/21 Moorgate, London EC2R 6BU.
- ii) Standard Chartered Bank PLC, 73/79 King William Street, London EC4N 7AB, and
- iii) Daiwa Europe Limited, Concor House, 14 St Pauls Churchyard, London EC4M 8BD.

FT Germany

For details on how to advertise in the Financial Times, please contact:

Edward Hugo
Financial Times (Germany Advertising) Ltd
Guillettstrasse 54
D 6000 Frankfurt am Main 1
Tel: (069) 75980 Fax: (069) 722677
Telex: 416193

INTERNATIONAL APPOINTMENTS

Hill & Knowlton post for ex-EC Commissioner

MR STANLEY Clinton Davis, whose political career has included service as EC Commissioner and as a British MP and member of the Labour Government, has joined Hill and Knowlton, worldwide public relations and public affairs counselling firm, as European affairs senior adviser.

As a member of the Commission of the European Communities from 1984 to 1988, Mr Clinton Davis was in charge of environment, nuclear safety and transport.

He was Parliamentary Under-Secretary of State for Trade from 1974 to 1979 in the Labour government of Harold Wilson and James Callaghan. He was Opposition Spokesman for Trade from 1979 to 1981, and then for Foreign Affairs until 1983.

HONGKONG and Shanghai Banking has appointed Mr Graham Watson to the new post of UK public affairs manager, based at the bank's City of London office.

He was formerly with TSB, the British financial services group, serving as senior press and public affairs executive. From 1983 to 1987, he was head of the private office of Liberal Party leader David Steel.

US COMPUTER group Amdahl announced a strengthening of its European management structure through expansion of its senior management team and establishment of an office in the UK.

Within that office, Mr Peter Williams, formerly general manager of Amdahl activities in Europe, becomes chairman of European operations, while Mr Mornay Mahoney joins the group as European vice president and general manager.

KEROX, the US diversified reprographics and financial services group, declared that vice chairman Mr William Glavin, 57, will be taking early retirement from June 1.

He will become president of Babson College, in Wellesley, Massachusetts.

This announcement appears as a matter of record only.

U.S. \$40,000,000

Term Loan

ENKA DE COLOMBIA S.A.

Provided by:

International Finance Corporation

and through IFC Participations by

Algemene Bank Nederland N.V.

Deutsche Bank Luxembourg S.A.

Swiss Bank Corporation

NMB Bank

March, 1989

Notice

to the holders of the outstanding

U.S. \$100,000,000

9% per cent. Guaranteed Bonds Due 1993

FLETCHER CHALLENGE FINANCE NETHERLANDS B.V.

Notice is hereby given to the holders of the above Bonds that, at the Adjourned Meeting of such holders convened by the Notice of Adjourned Meeting published in the Financial Times and the Luxembourg Wort on 15th February, 1989 and held at 11.00 a.m. on 23rd February, 1989, at the offices of Linksters & Paines Barrington House, 59-67 Gresham Street, London EC2V 7JL, the Extraordinary Resolution set out in the Notice of Meeting published in the Financial Times and the Luxembourg Wort on 18th January, 1989 was duly passed. Accordingly the Trustee for the Bondholders, the Fiscal Agent and the Paying Agents have entered into a Supplemental Deed dated 23rd February, 1989 as authorised by the Resolution, which Deed provides for the cancellation of the Bonds, the substitution of the Guarantor of the Bonds, and the amendments to the terms and conditions of the Bonds and authorises other documents to be entered into in connection with the Bonds, such as cancellation, substitution and entry into other documents to take effect from 30th March, 1989.

6th April, 1989

Fletcher Challenge Finance Netherlands B.V.

INTERNATIONAL CAPITAL MARKETS

Keen interest in £400m Italy Eurosterling deal

By Andrew Freeman

THE Republic of Italy yesterday launched a \$400m Eurosterling deal via Credit Suisse First Boston. The deal, launched around midday, was described by CSFB as "significant for the sterling market."

It added that the deal was the largest bond issue launched away from the gilt-edged market and was in line with the UK government's stated desire for gilt substitutes.

The 25-year bonds were priced at 100 1/8 per cent and were launched at 114 basis points above the benchmark long gilt.

The lead manager was quoting the paper at less than 2 bid, inside fees, and said the bonds had always been within fees.

The syndicate on the deal was small, with just five co-lead managers, one of whom is understood to have taken no bids.

CSFB said it had underwritten £275m itself, with the other managers trying to place the remaining £125m. The syndicate was not making prices to brokers, but some prices did appear in the market.

Non-UK investors were prominent in selective demand for the paper.

Two accounts are understood to have taken 10 per cent of the deal, but UK institutional interest which would normally underpin a long-dated Eurosterling issue was noticeably absent.

Some leading UK institutions said they had been sounded out by CSFB yesterday morning about a pricing of

105 basis points above gilts and confirmed that they had told CSFB the bonds would be too expensive.

The issue did attract some switching activity. However, there was controversy among gilt traders when prices of long bonds fell by around 1/2 point in the morning as talk of the forthcoming Italy deal circulated.

CSFB was rumoured to have sold 1,000 gilt futures contracts. An official would not confirm the number of contracts, but said the selling had been to cover switching out of gilts.

The proceeds were unwrapped. The purpose of the issue was to re-finance existing debt which is due to expire.

Elsewhere, two convertible issues for Mitsubishi Bank had relatively slow starts amid lack of initial demand. Both the DM500m and the \$300m deals were trading inside fees at less than 1 1/2 bid according to the respective lead managers. The proceeds of the dollar deal were unwrapped.

A \$300m floating-rate issue with warrants for Abbey National Building Society was brought by Baring Brothers. The bonds were quoted on fees at 101.45 bid by the lead manager, but there was widespread comment among traders that the warrants were too expensive.

An Eco200m deal for the European Investment Bank was launched late by Swiss Bank Corporation. The eight-year bonds were quoted just inside fees at less than 1.50 bid.

The coupon on Swiss nuclear power utility Kernkraftwerk Leibstadt's SFR125m bond has been set at 5 1/2 per cent and its issue price at 98 1/2 per cent. The bond, with a maximum maturity of 10 years, may be raised to SFR150m.

NZ building society plans US\$100m Eurobond

By Dal Hayward in Wellington

THE UNITED Building Society, New Zealand's largest, plans to raise US\$100m through a fixed-interest Eurobond, the first ever Euro-funding by a local building society.

United is to use its portfolio of home mortgages as backing for the loan. It will use the funds to provide further home mortgage finance within New Zealand.

The bonds will carry a coupon of 10.5 per cent and be repaid within three years.

Mr Colin Jenkins, United managing director, said he expected the new funds to lower mortgage costs.

Mr David Caygill, Finance Minister, has been applying pressure on banks and finance institutions to reduce such costs.

Mr Caygill said United's move into the international secondary mortgage market would improve liquidity and add competition to the New Zealand mortgage market.

Last year United was subject to a run of withdrawals by savers following reports - subsequently disproved - of problems for the society.

INTERNATIONAL BONDS

105 basis points above gilts and confirmed that they had told CSFB the bonds would be too expensive.

The issue did attract some switching activity. However, there was controversy among gilt traders when prices of long bonds fell by around 1/2 point in the morning as talk of the forthcoming Italy deal circulated.

CSFB was rumoured to have sold 1,000 gilt futures contracts. An official would not confirm the number of contracts, but said the selling had been to cover switching out of gilts.

NEW INTERNATIONAL BOND ISSUES

Table with columns: Borrower, Amount m., Coupon %, Price, Maturity, Fees, Book runner. Includes entries for Italy, Republic of; US Dollars; Yen; D-Mark; Swiss Francs; Yen.

*Private placement. †Convertible. ‡With equity warrants. ††With bond warrants. ‡‡Floating rate notes. †††Final terms. ‡‡‡Indicated put option 200/21 at 104 to yield 2.172%. ‡‡‡‡Indicated put option 200/21 at 104, to yield 2.232%. ‡‡‡‡‡Redemption indicated to Nikkei stock index. ‡‡‡‡‡‡3-month LIBOR flat. With warrants to buy 1 1/2 bond due Dec. 1990 and priced at par plus accrued interest. ‡‡‡‡‡‡‡Not callable.

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market. Closing prices on April 5

Table with columns: US DOLLAR STRAIGHTS, Change on April 5, Bid, Offer, etc. Lists various international bonds and their market movements.

Table with columns: NEUTRALS BANK STRAIGHTS, Change on April 5, Bid, Offer, etc. Lists various international bonds and their market movements.

SE chiefs reject common Nordic stock market

By Xueling Lin in Copenhagen

THE CREATION of a common Nordic stock exchange has been firmly rejected by exchange chiefs in Sweden, Denmark, Norway and Finland.

Mr Leif Vindevag, head of international markets and new instruments at the Stockholm stock exchange, said: "Although we would like to see a greater flow of information between the Nordic stock markets, we do not believe in the necessity of a common market-place."

The issue was raised at the Scandinavian International Financial Markets Conference held in Copenhagen this week.

Mr Vindevag's comments were reiterated by the other Nordic stock exchange heads, ending any hopes that a common Nordic stock exchange might be set up in Denmark, the only one of the four countries which is a member of the European Community.

The different nature of each of the Nordic stock markets was emphasised, although the president of the Copenhagen exchange said he hoped to see the creation of common Nordic rules governing the listing of companies.

The Singapore International Monetary Exchange (Simex) registered record turnover in March, boosted by the February launch of a fuel oil futures contract, Reuters reports.

Total turnover in March rose by \$2.9 per cent to \$77,658 contracts, from February's peak of \$74,074.

The average daily turnover also rose to a record in March, shooting ahead by 25.1 per cent to \$4,894 contracts. The exchange continued to see an enthusiastic response to its recently launched high-sulphur fuel oil contract.

The exchange, Asia's leading financial futures market, must achieve a daily turnover of 20,000 contracts by September this year or both it and the Chicago Mercantile Exchange have the right to review their mutual offset agreement.

The fuel oil futures contract, launched on February 22, recorded a turnover of 268,474 contracts in March. Turnover in Eurodollar and Nikkei stock average index futures contracts moved up to 853,304 and 100,224 contracts respectively, against 276,657 and 92,238 contracts in February.

Simex said volume for the first quarter of 1989 rose to 1.58m contracts, 21.7 per cent over the same period last year.



All of these Securities have been sold. This announcement appears as a matter of record only.

U.S. \$79,973,000

Burlington Resources Inc.

7% Exchangeable Subordinated Debentures Due 2004

Exchangeable for Shares of Common Stock of

Anadarko Petroleum Corporation

MORGAN STANLEY INTERNATIONAL

BANQUE PARIBAS CAPITAL MARKETS

IMI CAPITAL MARKETS (UK) LTD.

KLEINWORT BENSON

NOMURA INTERNATIONAL

SALOMON BROTHERS INTERNATIONAL

SHEARSON LEHMAN HUTTON INTERNATIONAL

UNION BANK OF SWITZERLAND (SECURITIES)

April 1, 1989

All of these securities having been sold, this advertisement appears as a matter of record only.



\$150,000,000

Unilever Capital Corporation

10.44% Guaranteed Notes due October 1, 1990

Payment of Principal and Interest Guaranteed Jointly and Severally by Unilever United States, Inc., Unilever N.V. and Unilever PLC

Goldman, Sachs & Co.

April 1989

Bank America Corporation

(Incorporated in the State of Delaware) U.S. \$400,000,000 Floating Rate Subordinated Capital Notes Due 1997

Holders of Notes of the above issue are hereby notified that for the next interest sub-period from 7th April, 1989 to 8th May, 1989 the following will apply:

- 1. Interest Payment Date: 7th June, 1989.
2. Rate of Interest for Sub-period: 10 1/4% per annum.
3. Interest Amount payable for Sub-period: US\$41.32 per US\$50,000 nominal.
4. Accumulated Interest Amount payable: US\$378.25 per US\$50,000 nominal.
5. Next Interest Sub-period will be from 8th May, 1989 to 7th June, 1989.

Bank of Montreal Trust Company 2 West Street, New York, New York 10005

Bank of Montreal First Bank Tower First Canadian Place Toronto M5X 1A3

Bank of Montreal Esplanade 14 Rue Aldringen Luxembourg

Morgan Guaranty Trust Company of New York Avenue des Arts 35 B-1040 Brussels

Union Bank of Switzerland Bahnhofstrasse 45 CH-8002 Zurich

SABRE VI LIMITED US\$72,000,000 Floating Rate Secured Notes Due 1992

For the 6 months period 3rd April, 1989 to 2nd October, 1989 the Notes bear the interest rate of 10.9375% per annum. US\$5,259.51 will be payable from 2nd October 1989 per US\$100,000 principal amount of Notes.

Yamaichi International (Europe) Limited, Agent Bank

SHELL CANADA LIMITED

U.S. \$125,000,000 14 3/8% DEBENTURES DUE 1992

NOTICE OF REDEMPTION

NOTICE IS HEREBY GIVEN that under the terms of the Trust Indenture between Shell Canada Limited (the "Company") and a predecessor in interest to Montreal Trust Company of Canada, as Trustee dated May 1, 1982, the Company intends to and will redeem on May 15, 1989 (the "redemption date") all of the 14 3/8% Debentures due 1992 (the "Debentures") which will be outstanding on the redemption date at the price of 101 1/2% of the principal amount together with interest accrued and unpaid to the redemption date (the "redemption price"). Interest accrued to and payable on the redemption date will be paid upon presentation of the May 15, 1989 coupon.

U.S. \$125,000,000 of the Debentures are outstanding. There has been no previous call for redemption of any of the Debentures.

Payment of the redemption price will be made upon presentation and surrender of the Debentures and all unattached coupons pertaining thereto at the specified office of any of the following paying agents:

Bank of Montreal First Bank Tower First Canadian Place Toronto M5X 1A3

Bank of Montreal Esplanade 14 Rue Aldringen Luxembourg

Morgan Guaranty Trust Company of New York Avenue des Arts 35 B-1040 Brussels

Union Bank of Switzerland Bahnhofstrasse 45 CH-8002 Zurich

The amount of any missing unattached coupons will be deducted from the redemption price. Interest upon the principal amount of the Debentures shall cease to be payable from and after the redemption date.

Dated at Calgary, Alberta, Canada this 6th day of April, 1989. SHELL CANADA LIMITED

NOTICE TO ADVERTISERS

NEW FT FAX NUMBER

From Monday 20th March

The Advertisement Classified Fax Number is:

(01) 873 3064

The Financial Times Ltd., 1989. Reproduction in whole or in part in any form not permitted without written consent. Data supplied by DATASTREAM International.

INTERNATIONAL CAPITAL MARKETS

US Treasuries move lower in reduced trading volume

By Janet Bush in New York and Katharine Campbell in New York

US TREASURY bonds pulled back somewhat yesterday, reflecting caution over further price gains after the market's recent rally which took the yield on the benchmark long bond close to 9 per cent on Tuesday.

GOVERNMENT BONDS

At midsession, prices were quoted around a point lower at the short end of the market and 1/4 point lower at the long end. The long bond yield rose to 9.03 per cent.

Trading was subdued, with little movement in the currency and commodity markets. Crude oil prices were mixed on the New York Mercantile Exchange during morning trading.

The bond market seems to be setting into a quiet range as traders wait for tomorrow's March jobs and wages figures followed by the following Friday's producer prices report.

BENCHMARK GOVERNMENT BONDS

Table with columns: Coupon, Bid, Price, Change, Yield, Week, Month. Rows include UK GILTS, US TREASURY, JAPAN, GERMANY, FRANCE, CANADA, NETHERLANDS, AUSTRALIA.

London closing. *denotes New York morning session. Yields: Local market standard. Prices: US, UK in 32nds, others in decimal.

US-style auction for Japanese long bonds

By Stefan Wagstyl in Tokyo

THE LIBERALISATION of the Japanese government bond market advanced yesterday with the launch of a US-style auction for 10-year bonds, the most popular instruments.

Japanese banks and securities companies marked the day with a flood of generously priced bids designed to flout their power in the market.

Dealers expressed surprise that the generous repurchase agreement by the Bundesbank did not push the market more than another 5 pennings or so higher when it was announced.

Yields dip on Turkish T-bills

TURKEY'S central bank sold at auction TL150bn (874m) of three-month Treasury bills at an average 39 per cent yield, after selling TL170bn at 44.52 per cent at the last auction on March 1. Reuters reports.

Reciprocity rift among Ecu dealers

By Norma Cohen

SEVERAL OF the largest dealers in the UK Ecu Treasury-bill programme are Japanese securities houses which have not been invited formally to become market makers because of government concerns about reciprocity for UK securities firms in Japan.

SIB plans to modify futures capital rules

By Katharine Campbell

THE Securities and Investments Board, the chief UK investor protection authority, has proposed some modifications to the capital requirements it imposes on futures and options firms, particularly with regard to conditions under which they offer lines of credit to customers.

The changes set out in a consultative document now being circulated for comment to members of the Association of Futures Brokers and Dealers, the futures self-regulatory body, respond, among other things, to concerns expressed by a number of parties that the clearing house requests an initial security margin and funds sufficient to cover any losses on outstanding positions.

SEVERAL OF the largest dealers in the UK Ecu Treasury-bill programme are Japanese securities houses which have not been invited formally to become market makers because of government concerns about reciprocity for UK securities firms in Japan.

Reciprocity rift among Ecu dealers

By Norma Cohen

SEVERAL OF the largest dealers in the UK Ecu Treasury-bill programme are Japanese securities houses which have not been invited formally to become market makers because of government concerns about reciprocity for UK securities firms in Japan.

SEVERAL OF the largest dealers in the UK Ecu Treasury-bill programme are Japanese securities houses which have not been invited formally to become market makers because of government concerns about reciprocity for UK securities firms in Japan.

SEVERAL OF the largest dealers in the UK Ecu Treasury-bill programme are Japanese securities houses which have not been invited formally to become market makers because of government concerns about reciprocity for UK securities firms in Japan.

SIB plans to modify futures capital rules

By Katharine Campbell

THE Securities and Investments Board, the chief UK investor protection authority, has proposed some modifications to the capital requirements it imposes on futures and options firms, particularly with regard to conditions under which they offer lines of credit to customers.

THE Securities and Investments Board, the chief UK investor protection authority, has proposed some modifications to the capital requirements it imposes on futures and options firms, particularly with regard to conditions under which they offer lines of credit to customers.

SEVERAL OF the largest dealers in the UK Ecu Treasury-bill programme are Japanese securities houses which have not been invited formally to become market makers because of government concerns about reciprocity for UK securities firms in Japan.

SIB plans to modify futures capital rules

By Katharine Campbell

THE Securities and Investments Board, the chief UK investor protection authority, has proposed some modifications to the capital requirements it imposes on futures and options firms, particularly with regard to conditions under which they offer lines of credit to customers.

THE Securities and Investments Board, the chief UK investor protection authority, has proposed some modifications to the capital requirements it imposes on futures and options firms, particularly with regard to conditions under which they offer lines of credit to customers.

LONDON MARKET STATISTICS

Table with columns: Rises, Falls, Same. Rows include British Funds, Corporate, Domestic and Foreign Bonds, Financial and Properties, etc.

LONDON RECENT ISSUES

Table with columns: Issue, Amount, Latest, High, Low, Stock, etc.

FIXED INTEREST STOCKS

Table with columns: Issue, Amount, Latest, High, Low, Stock, etc.

RIGHTS OFFERS

Table with columns: Issue, Amount, Latest, High, Low, Stock, etc.

TRADITIONAL OPTIONS

Table with columns: Issue, Amount, Latest, High, Low, Stock, etc.

LONDON TRADED OPTIONS

Table with columns: Issue, Amount, Latest, High, Low, Stock, etc.

Table with columns: Issue, Amount, Latest, High, Low, Stock, etc.

Table with columns: Issue, Amount, Latest, High, Low, Stock, etc.

Table with columns: Issue, Amount, Latest, High, Low, Stock, etc.

Table with columns: Issue, Amount, Latest, High, Low, Stock, etc.

Table with columns: Issue, Amount, Latest, High, Low, Stock, etc.

Table with columns: Issue, Amount, Latest, High, Low, Stock, etc.

Table with columns: Issue, Amount, Latest, High, Low, Stock, etc.

Table with columns: Issue, Amount, Latest, High, Low, Stock, etc.

Table with columns: Issue, Amount, Latest, High, Low, Stock, etc.

Table with columns: Issue, Amount, Latest, High, Low, Stock, etc.

FT-ACTUARIES SHARE INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

Table with columns: EQUITY GROUPS & SUB-SECTIONS, Wednesday April 5 1989, etc.

FIXED INTEREST

Table with columns: PRICE INDICES, Wed Apr 5, Day's Change, etc.

NOTICE TO ADVERTISERS, NEW FT FAX NUMBER, From Monday 20th March, The Advertisement Classified Fax Number is: (01) 873 3064

ENVIRONMENT AND INDUSTRY, The Financial Times proposes to publish this survey on: 21st April 1989. For a full editorial, synopsis and advertisement details, please contact: Alison Barnard on 01-873 3000 ext 4148

UK COMPANY NEWS

Ocean Transport in line with forecast at £38.5m

By Ray Bashford

OCEAN TRANSPORT & Trading, which last month secured its historic ties with the shipping industry to complete the transformation into a transport and distribution group, suffered a slight fall in pre-tax profits in 1988.



Nicholas Barber: not a knock to strategy.

In line with forecasts which were reduced towards the end of the year, the group's pre-tax profit eased to £38.5m, compared with £41.2m in the previous 12 months.

The performance was impaired by a fall in contributions from discontinued businesses, principally the shipping operation, and a downturn in the commodity storage business. The result is also after an increase in the interest charge from £3.3m to £6.3m.

Mr Nicholas Barber, chief executive, said the poor performance in the commodities business was "not a knock to the strategy but a knock to the figures".

This strategy has led the company into a £125.5m investment programme during the past three years and a further £50m is earmarked for the current 12 months.

Group turnover reached £1bn (£950m) with the freight and distribution services operations contributing £563.8m (£564m). Earnings per share slipped to 22.9p (24p).

Despite the pre-tax profit fall, the directors are recommending a higher final dividend of 8p (7.01p) which lifts the total by 12.9 per cent to 11.65p (10.55p).

The withdrawal from shipping, which has been accompanied by an intense investment programme in other areas, led

to an extraordinary loss of £30m. The company sold its West African shipping interests last month and the Barber Blue Sea joint venture last December after a prolonged period of difficulty.

Trading profits from discontinued businesses fell to £26.2m (£7.6m) on a turnover of £106.8m (£221.5m).

Problems with the commodity storage business arose through a fall in demand for storage for several commodities and the impact was felt most directly by the McGregor Cory subsidiary.

Offsetting the strength of MSAS, the freight forwarding business which is a pivotal piece in the group's new land-based strategy, the freight and distribution services division returned a trading profit of £15.1m (£17.5m).

The marine service business, centred on service operations in the North Sea, was the second highest contributor to trading profits with £11.8m (£9.6m)

on a turnover of £61.6m (£45.7m).

The environmental and energy services business, which has been another area of heavy investment, returned a trading profit of £10.1m (£8m). Turnover eased to £107m (£108.8m).

COMMENT

These results highlight how far OT&T has to go before the promises made during the past three years are fulfilled. With the shipping operations out of the way the path should be much clearer. However, the push into alternative investments has produced weak overall results in 1988 and continued patience by shareholders will be required. The decline in trading profits in the freight and distribution services division will be particularly disappointing, given the enthusiasm the board has shown for the sector. The rise in the total dividend, is certainly an expression of confidence in the future, but it could also be seen as an attempt to placate potentially restive shareholders. Ironically, OT&T in its streamlined form, could become all that more attractive to potential predators. Sir Ron Brierley would certainly face spirited opposition if he mounted another bid, but with 27.5 per cent of the capital he could still play a role in determining the future of the group. Speculative interest is still an important factor in the share price which firmed yesterday after an initial downturn. Forecasts of pre-tax profit of £46.5m place the company on a prospective p/e of 11 which makes it look fully priced.

Insuring against loss of a dominant position

Nick Bunker on the strategy adopted by Sun Alliance to maintain its market lead

HOW LONG can this go on? Sun Alliance is the oldest, the most reticent, and the most profitable of the UK's composite insurers. Its leap forward in pre-tax profits last year to £372.4m fell short of market expectations, but was still a remarkable achievement for a group which made only £48m five years ago.

But, over the long-term, can Sun Alliance maintain its dominance of a composite insurance sector exposed to the same competitive pressures sweeping the rest of the financial services field?

The signs are that it can, even though one of the industry's notorious profit cycles could slice £20m off pre-tax profits in 1989. "I'd be calling them the world's greatest insurance company, if it wasn't already in the share price," says Mr Tom Bennett, insurance analyst with Banque Paribas Capital Markets.

There were one or two shadows on yesterday's figures. Poor reinsurance underwriting in 1982-4 at London and Guarantee, a small subsidiary, cost £9.1m in extra provisioning. And its New Jersey-based property/casualty insurance partner, Chubb, which manages £220m of premiums on its behalf, is being hit by the US market's two-year-old price war.

The heart of Sun Alliance, though, lies in the UK, with its cherished links to building societies and major commercial insurance buyers such as the Duke of Westminster's Grosvenor Estates.

True, there are one or two bad omens for Sun Alliance's

UK non-life business, accounting for 64 per cent of its £2.25bn 1988 premium income. In 1988, it benefited hugely from mild weather, after 1987's October hurricane which has cost it £65m to date. Yet some observers predict a profits squeeze in insurance for commercial property and for private cars.

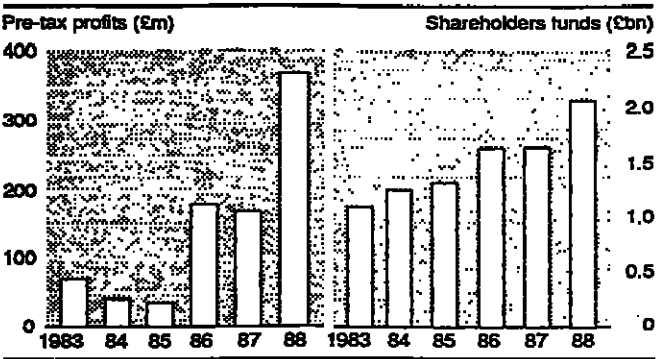
They could be vulnerable to incursions by US or European insurers eager to expand their UK presence ahead of 1992: Sweden's Skandia International is buying UK motor insurer National Insurance and Guarantee Corporation. And even without competition from new capital flowing into the business, it has been looking inevitable that some rates would drop.

Claims and expenses were consuming only about 80p of every £1 of commercial fire premiums last year. Unsurprisingly, the 11 per cent post-hurricane price increase, which could feed an extra £25m annually into group pre-tax profits.

The cost of private motor insurance is not falling yet, but 1988 saw an unexpected stabilisation in claims frequency (the percentage of insured drivers who make a claim each year) at about 24 per cent. As a result, price increases that have dogged motorists for the past four years have slowed dramatically.

But the pessimism should not be overdone. The rest of the commercial property insurance market may be turning down, but Sun Alliance is still getting customers to pay more.

Sun Alliance



"The rate of increase in prices is still heading towards the double-digit level," says Mr Scott Nelson, its general manager (corporate finance).

And Sun Alliance's household structure insurance book has only just started benefiting from mid-1988's 11 per cent post-hurricane price increase, which could feed an extra £25m annually into group pre-tax profits.

The only area looking tough in the immediate future is employers' liability insurance. Claims experience there is "very nasty", says Mr Nelson, partly due to claims from victims of industrial deafness.

But astute observers of Sun Alliance worry less about immediate prospects than about its long-term orientation. Some competitors say it has not thought deeply about its future. "It has a fortunate portfolio of businesses, that's all," sniffs one rival. This is probably not true. Sun Alliance has been making

A second hidden strength of Sun Alliance is what Banque Paribas's Mr Bennett calls "a virtuous circle" of balance sheet growth. The group's solvency margin (shareholders' funds as a percentage of premium income) swelled from 65 per cent at the end of 1987 to 93 per cent at the end of 1988, when shareholders' funds reached £2.1bn.

When a UK composite insurer reaches this level of strength, it can afford relatively high-risk investment mix, weighted towards equities and property. "High solvency allows a more adventurous investment policy which produces greater total returns, which further boost solvency," says Mr Bennett.

This can leave a composite insurer looking over-capitalised - a criticism levelled occasionally at Sun Alliance. Significantly, though, Sun Alliance has begun indicating that it may deploy its strength in big acquisitions.

One pointer is that Sun Alliance plans to reorganise itself this year around a new non-insurance holding company, a move which could make acquisitions more straightforward legally.

It also sees its balance sheet strength as the means to make itself felt in Europe after 1992. The UK, too, is an area where insurers, banks and building societies are increasingly competing head-on in the savings market. "With upheavals in Europe, and in UK financial services, in the next few years these are two areas where we might want to make acquisitions," Mr Nelson says.

TIP Europe expands in Scandinavia

TIP Europe, the trailer rental company, yesterday announced an expansion into the Scandinavian market through the acquisition of 400 trailers from Narko Leasing, Finland's biggest trailer rental business, FM 25m (£23.5m) in cash.

The move is an attempt to broaden the base in Finland for expansion into the Soviet Union, where TIP has an existing contract in the trailer business. The assets being purchased are valued at FM 15m and TIP will also pick up the trailer fleet's existing clients. After the deal, TIP's share of the Finnish trailer market will increase to over 40 per cent.

CH Industrials launches European joint ventures

By John Riddling

CH INDUSTRIALS, the specialist engineering, building and chemicals group, yesterday announced separate joint ventures with Electrolux, the Swedish white goods manufacturer and Bode of West Germany, and the acquisition of Chair Mechanisms.

Electrolux has taken a half share in Auto Springs, one of CH's subsidiaries which manufactures custom made springs. Electrolux is buying 50 per cent of the enlarged share capital for £400,000 and is also providing £250,000 in the form of bank facilities. The joint company is esti-

imated to have net assets of £1.3m and annual turnover for the venture is expected to be £5m.

The second joint venture, Bode (UK), has been formed to produce complete sliding and powered door systems for rail and road vehicles.

Bode (UK) has agreed to lease certain fixed assets worth £750,000 and to purchase stock and work in progress of around £300,000 from Bode. The purchase of Chair Mechanisms involves a £400,000 deal which will be payable in loan notes redeemable between October 1989 and April 1994.

Utd News in US purchase

Link House Publications, a subsidiary of United Newspapers, yesterday announced the first of what could be several publishing acquisitions in the US, writes Raymond Snoddy.

The company is paying \$8.7m (£5.1m) for Want Ad Press, a weekly advertising periodical based in New Jersey. Want Ad specialises in vehicle and general merchandise classified advertising.

Last week, Lord Stevens, executive chairman, said United, which also owns Exchange & Mart, the classified advertising publication, was in "active negotiations" to buy about three US companies in the advertising, trade and technical and exhibitions field. The major thrust of United's future expansion would, however, probably come in continental Europe, he said.

Reconstruction proposed for Meldrum

By Nikki Tait

MELDRUM INVESTMENT Trust, a £70m fund 72 per cent-owned by British & Commercial, yesterday announced a reconstruction proposal which would allow minority shareholders to transfer their interests to a new split-level trust.

The new trust, Gartmore Value Investments will, like Meldrum, be managed by Gartmore. It has two types of shares: zero dividend, which offer a pre-determined rate of return; and ordinary, which enjoy the remaining growth which the managers can achieve.

Under the scheme, the new trust starts out owned by B&C. GVI is then making an offer worth about £19m for the minority interest in Meldrum, taking the form of a share exchange with Meldrum shareholders being offered an equal number of ordinary and zero dividend shares in GVI.

The underlying net asset value of these is equal to 100 per cent of formula asset value. In this case, advisers estimate that the difference between now and then - explained by some of the costs involved - should not be much more than 1 per cent.

At the same time, GVI places with institutions £40m-worth of stock - comprising £10m of debenture stock, £15m of zero dividend shares and £15m of ordinary shares. The assets of GVI then comprise £40m cash and £19m in Meldrum shares.

In the last step, B&C is required to buy out the £19m of Meldrum shares for £19m cash. The final effect is to leave full ownership of Meldrum in the hands of B&C, and GVI with £59m cash.

Yesterday, Meldrum offered an illustrative example for shareholders based on Monday's estimated formula asset value of 172p per share. For 100 Meldrum shares, a shareholder would get 172 ordinary shares with a net asset value of 50p each, and 172 zero dividend shares, with similar asset backing.

In addition, B&C is underwriting an alternative offer at 45p for each ordinary and zero dividend share. Holders taking this option get just under £169 for every 100 shares.

Meldrum shares rose 25p to 167p on the news. Gartmore says that the discount at the trust averaged 50 per cent over the last year and has been as high as 26 per cent during the past five years.

It maintained that both the new share classes should trade at 90-100 per cent of underlying net asset value so that the scheme effectively eliminates the old discount.

The zero dividend shares have no right to income and are initially entitled to 50p when the trust is wound up in 1995. However, this will steadily increase over the life of the trust at an annual rate of 210 basis points over the semi-annual gross redemption yield of 10 1/4 per cent Exchange stock 1985.

Mr Nigel Rudd, chairman of Williams Holdings, is joining the GVI board. For certain tax reasons, B&C yesterday sold a small number of Meldrum shares at 160.5p. The move reduced its holding from 75 per cent.

MBS in buy-out discussions

By Andrew Hill

MBS, the computer dealer savaged in a price war last year with other IBM distributors, is in talks about a management buy-out of its substantial product sales business.

The low-margin business accounts for about £100m of total annual group sales of £130m or £130m, and could be worth more than £30m. The whole of MBS is valued at £49.3m based on yesterday's closing price of 49p, up 2p.

The sale of the computer sales operation to a team led by its managing director, Mr

Derek Lewis, would mark the end of three years of attempts to rescue MBS from dependence on IBM and the vagaries of computer distribution.

Its disposal would leave MBS, one of the three largest IBM dealers in Europe, with its computer and communication services businesses, including the more reliable earnings from computer maintenance and engineering contracts.

Last year, MBS announced the closure of its distribution arm, and its withdrawal from the wholesale business. In Feb-

ruary, the group's chief executive, Mr Stafford Taylor, resigned and MBS warned it had moved into loss in 1988.

The profits warning followed a substantial drop in interim profits - from £1.36m to £215,000 - after IBM increased the number of UK distributors from two to eight.

Mr Taylor and MBS's chairman, Mr Owen Williams, joined the company in 1985 from IBM UK in an attempt to strengthen the group, after borrowings rose to £17m following a similar price battle.

CAP GEMINI SOGETI FINAL RESULTS 1988 + 39.3% in Revenue + 43.6% in Net Income

At its meeting of March 17, 1989, the Board of Directors of CAP GEMINI SOGETI SA was presented with the Group's consolidated, audited accounts. These 1988 accounts showed a total revenue of FF 5,816 million, an increase of 39.3% over last year, and net profit of FF 462 million, up 43.6%. Profitability rose from 6.7% to 6.9% of revenue, which represents the largest percentage achieved by the Group since its creation in 1975.

Per share income was set at FF 88.1 (for 4,570,463 shares at December 31, 1988), as opposed to FF 72.0 a year ago (for 3,891,890 shares).

In addition, the Board of Directors approved the financial statements of the CAP GEMINI SOGETI SA holding company, which showed a corporate net profit of FF 126.4 million as opposed to FF 103.2 million the previous year (or + 22.5%).

At the next annual Regular Shareholders Meeting, called for May 19, 1989, a dividend payment will be proposed of FF 24 per share plus tax credit (against FF 20 plus tax credit in 1988). Taking into account the distribution of one free share for every 10 outstanding shares assigned in June 1988, for former shareholders this represents an increase of 32%.

And taking into account the capital increase in cash (1 new share for every 15 outstanding) realized last November, the overall amount of distributed dividends is 41% (FF 109.7 million, as opposed to FF 77.8 million the previous year).

Furthermore, the Board of Directors - within the context of the general authorization granted to it by the Extraordinary Shareholders Meeting of May 15, 1987, to increase the share capital up to a maximum amount of FF 500 million - has decided to proceed on July 3, 1989 to a new share distribution of one free share for every 10 outstanding shares (effective from January 1, 1989).



This advertisement is issued in compliance with the requirements of the Council of The International Stock Exchange of the United Kingdom and the Republic of Ireland Limited ("The Stock Exchange"). It does not constitute an invitation to the public to subscribe for or purchase any stock or shares.

S. G. Warburg Group plc (Registered in England No. 1874486)

Introduction to listing of 9,347,150 "A" Convertible Deferred Shares of 25p each

Application has been granted by the Council of The Stock Exchange for the "A" Convertible Deferred Shares to be admitted to the Official List and dealings are expected to commence on 6th April, 1989.

Details of the "A" Convertible Deferred Shares are available in the statistical services of Exel Financial Limited. Copies are available for collection from the Company Announcements Office, The International Stock Exchange of the United Kingdom and the Republic of Ireland Limited, 46 Finsbury Square, London EC2A 1DD up to and including 10th April, 1989 and may be obtained during normal business hours on any weekday (Saturdays and public holidays excepted) up to and including 19th April, 1989 from:

S. G. Warburg Group plc, 1 Finsbury Avenue, London EC2M 2PA

Cazenove & Co., 12 Tokenhouse Yard, London EC2R 7AN

Rowe & Pitman Ltd., 1 Finsbury Avenue, London EC2M 2PA

6th April, 1989

PEARSON

Strategies translated into profits.

	1988	1987	% Change
Profit before taxation	£198.9m	£151.5m	+31%
Earnings per ordinary share	55.7p	46.7p	+19%
Dividends per ordinary share	18.0p	15.0p	+20%

Pearson's Annual Report will be published on 19 April 1989. If you would like a copy please write to:

Lloyds Bank plc
 Registrar's Department
 Roring-by-Sea,
 Worthing,
 West Sussex BN12 6DA.

Pearson plc, Millbank Tower, Millbank, London SW1P 4QG

UK COMPANY NEWS

Securicor subsidiary earmarks £30m for investment in parcels division Security Services unveils £51m rights issue

By Andrew Hill

SECURITY SERVICES, the security, communications and parcel delivery company, 51 per cent of which is owned by Securicor Group, is to raise £51m through a rights issue aimed principally at upgrading and expanding its parcels division in the UK and Europe.

SECURITY SERVICES own 40 per cent of the Cellnet mobile telephone company - 13.3 per cent and 26.7 per cent respectively. Apart from building up the Cellnet subscriber base, Services hopes to develop and expand new communications ventures in vehicle location systems and national and local mobile radio networks.

Services will issue 11.5m new ordinary shares at 450p each, on the basis of two new shares for every 17 held. The balance of the issue not being taken up by Securicor has been underwritten by Lazard Brothers.



570p each, and up to 6.64m new non-voting A ordinary shares at 500p each.

shares and 67.62 new A shares for every 1,000 ordinary and/or A shares already held. Holders of the 4.55 per cent cumulative preference shares will receive 133.57 new ordinary shares and 2,452.05 new A shares for every 1,000 held.

Wilson (Connolly) lifts profits 42% despite fall in house sales

By Andrew Taylor, Construction Correspondent

PRE-TAX PROFITS of Wilson (Connolly) Holdings increased by 42 per cent to £58m last year despite a fall in the number of houses sold by the Northamptonshire-based housebuilder.

Wilson's profits, despite lower sales, rose by 34 per cent to just under £44m. Commercial property, a relatively new venture for Wilson Connolly, almost doubled its contribution to 28.7m.

A final dividend of 10p per share, a total of 50p for the year, a 50 per cent increase.

Court should not sanction breach by MB

By Raymond Hughes, Law Courts Correspondent

PLANS by MB Group to create Europe's largest packaging group should not be approved by the High Court because the company had committed a clear, flagrant and admitted breach of its contracts with its warrant holders, Miss Mary Arden, QC, told the court yesterday.

ity of MB's warrants which entitle it to buy another 1.2 per cent of the shares. The scheme involves a capital reorganisation which MB admits breaches covenants in its contracts with its warrant holders to keep available sufficient unissued ordinary shares to enable warrant holders' rights to be satisfied, and to use its best endeavours to maintain a listing for its ordinary shares on the Stock Exchange.

She said that a provision which prohibited a company from effecting certain reorganisations of capital was one of the ways in which the holder of an option to subscribe for shares could protect himself.

ing to the scheme being sanctioned the court should approach the matter on the same basis as it would if Elders was applying for an injunction restraining the company from making the scheme effective.

Biwater and Bournemouth Water in bid talks

By Andrew Hill

BIWATER, the large private water contractor, is thought to be in bid talks with Bournemouth and District Water Company, one of the UK's 29 statutory water companies.

Dagenham Motors makes record £4m

Mr David Philip, chairman of Dagenham Motors, the Ford main dealer which came to the stock market a year ago via an £18.2m flotation, yesterday unveiled a £1.78m surge in profits to a record £4.04m pre-tax for the 1988 year.

Bowater extends offer

By Andrew Hill

BOWATER Industries, the packaging and industrial products group, has extended its bid for Chamberlain Phipps, the shoe components and adhesives group, until April 18.

had been committed to the Bowater offer, including 2.7 per cent already owned by the packaging group.

Quarto tops £2m and makes three acquisitions

QUARTO GROUP, book and magazine publisher, announced record results for 1988, and further expansion via three overseas acquisitions for £5.8m which involves a share placing.

cash element of the initial consideration. Quarto is issuing 4.9m shares at 146p, of which 2.9m will be subject to recall by shareholders on the basis of five for 12 ordinary and/or 20 convertible preference.

Earnings reached 14.5p (10.6p) and the dividend is lifted to 4.125p (3.375p) with a 3p final. The US purchase is Broughton Hall, which publishes informational directories. The cost is \$4.7m with a further profit-related maximum of \$3m. Sales in 1988 were \$6.8m and pre-tax profit \$1.3m.

RotoVision, based near Geneva and publishing applied visual arts annuals, books and other products. Its 1988 turnover was \$2.9m and profit £100,000. The Australian acquisition is the business and certain assets of Art Nouveau Publishing for \$500,000 cash. It publishes and distributes fine art reproductions. For 1988 sales were \$400,000 and profit £100,000.

undated earnings per share were 19p (11.6p) and fully diluted the figure emerged at 17.1p (10.4p). A proposed final dividend of 3.5p makes a total of 5p.

Mr Philip said that while higher interest rates would cause some pressure on new and used vehicle margins, the increase in the number of Ford vehicles on the road continued to provide an opportunity for substantial organic growth via the group's service, accident repair and parts operations.

S Jerome rises 15% to £24m

S. Jerome & Sons (Holdings), the textiles and electronics group, raised pre-tax profits for the 12 months to end-December by 15 per cent from £21m to a record £24.1m. Turnover improved by 24.45m to £28.6m.

M6 paying more on 64% growth

M6 Cash & Carry lifted pre-tax profits by 64 per cent, from \$764,000 to \$1.25m in 1988. Improved results continued into the current year.

Advertisement for S G INDUSTRIES. Features logos for Corrington, SQUARE, RAYMOND, Hausman, Binns, GRIP, STEEL CANADA, and Steel USA. Text includes: £40,000,000 Senior Debt and Revolving Credit Facilities to Fund a Management Buy-In. Arranged by National Westminster Bank PLC. Underwritten by National Westminster Bank PLC, Westpac Banking Corporation, The Long-Term Credit Bank of Japan, Limited, Crédit Lyonnais, London Branch, The Industrial Bank of Japan, Limited, The Sumitomo Bank, Limited. Agent: National Westminster Bank PLC. Legal Adviser to National Westminster Bank PLC: Allen & Overy. NatWest Syndications.

Their investment activity has slowed down since January, when the Government imposed restrictions on bids for water groups with assets of more than £25m. These restrictions are expected to affect a bid for Bournemouth.

Table: DIVIDENDS ANNOUNCED. Columns: Company, Current payment, Date of payment, Current dividend, Total dividend, Total for year. Includes entries for AB Electronic, Alfa Investment, ATA Selection 5, Beckman (A), Brit Dredging, Bournemouth Waters, Jacob (W & R), Jerome (S), Kingston Oil, Macmillan, Masefield, M6 Cash Carry 5, Ocean Transport, Quattro 5, Rockwood Holdings 5, Sun Alliance, Wilson (C/ly).

Table: BOARD MEETINGS. Columns: Company, Date. Includes entries for GPC Trust, British Trust, Lyden (S), American Plastic Tools, Fokers, How, Murren, LTV, Westport (Lond), Royal Electronics, Royal Television, The Brothens, Thea, Westinghouse.

Advertisement for Lombard Depositors. Text: The following interest rates will apply from 6th April 1989. 14 DAYS NOTICE. 11.750% PA | 9.194% PA | 12.259% PA. CHEQUE SAVINGS ACCOUNTS. 10.250% PA | 8.021% PA | 10.694% PA. Lombard The Complete Finance Service. Deposit Accounts.

Table: SPONSORED SECURITIES. Columns: High Low, Company, Price, Change, Conv. Yield, % P/E. Includes entries for 320 185, 310 185, 42 25, 57 29, 173 150, 117 120, 148 103, 114 100, 268 196, 175 124, 174 129, 113 100, 252 147, 122 56, 141 87, 215 245, 119 46, 430 126, 280 334, 280 340, 105 56, 113 380, 285 350, 370 283.

Advertisement for NEVI A/S NEVI. Text: DKK 600,000,000 Floating Rate Notes due 1993. Tranche A of DKK 300,000,000. In accordance with the provisions of the Notes, notice is hereby given that, for the three months period, 6th April, 1989 to 6th July, 1989, the Notes will bear interest at the rate of 9.0625 per cent per annum. Agent Bank: KANSALLIS-OSAKE-PANKKI. L.G. INDEX LTD, 9-11 Grosvenor Gardens, London SW1W 0DD. FT 30 Apr. 1715/1724 -4 Apr. 1742/1757 -6. FTSE 100 Apr. 2090/2100 -7 Jun. 2123/2133 -9. WALL STREET Apr. 2303/2315 N/C Jun. 2318/2330 N/C. Prices taken at 5pm and change is from previous close at 9pm.

...s profits
...use sale

COMMENT

...s offer

...playing on
...growth

VIII

...KITE

NEVI

NEVI

...PAGE

...a matter of record only:

1987	1988
1989	1990
1991	1992
1993	1994
1995	1996
1997	1998
1999	2000
2001	2002
2003	2004
2005	2006
2007	2008
2009	2010
2011	2012
2013	2014
2015	2016
2017	2018
2019	2020
2021	2022
2023	2024
2025	2026
2027	2028
2029	2030

000,000

Buy-In/Buy-Out of
INDUSTRIES LTD
(INCORPORATED IN THE U.S.A.)

DEVELOPMENT GROUP PLC

Finance provided by:

PHILDREW VENTURES (Lead Investor)

Development Capital

Capital Investors

Power Investments

Development Capital

Investments

Investment Trust

Asset Management

Share Capital Equity Ventures

Mezzanine finance provided by:

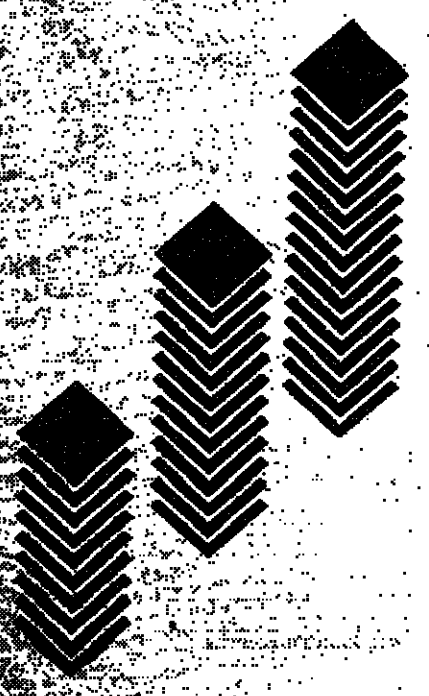
Globe Investment Trust

Legal and General Assurance Society

Senior Debt underwritten by:

National Westminster Bank PLC

Phildrew Ventures structured, led, underwrote and
syndicated the financings



VENTURES
Management Buy-Outs

1989

Phildrew Ventures is a member of the Phildrew Group of Companies



SUN ALLIANCE INSURANCE GROUP

RESULTS FOR 1988

The audited Group results for 1988 are as follows:-

	1988 £m	1987 £m
PREMIUM INCOME		
General insurance	2,252.2	1,990.2
Long-term insurance	859.6	764.7
	3,111.8	2,754.9
General insurance underwriting result	58.7	(107.7)
Long-term insurance profits	34.0	30.0
Investment and other income	279.7	249.2
PROFIT BEFORE TAXATION	372.4	171.5
Taxation	110.3	40.9
PROFIT AFTER TAXATION	262.1	130.6
Minority interests	10.4	9.7
PROFIT ATTRIBUTABLE TO SHAREHOLDERS	251.7	120.9
DIVIDEND	80.9	61.2
PROFIT RETAINED	170.8	59.7
EARNINGS PER SHARE	127.6p	61.3p
DIVIDEND PER SHARE	41.0p	31.0p

TERRITORIAL ANALYSIS OF GENERAL INSURANCE RESULTS

	1988		1987	
	Premium Income £m	Under- writing result £m	Premium Income £m	Under- writing result £m
United Kingdom*	1,429.2	92.5	1,211.3	(100.3)
Europe**	295.0	(9.7)	308.6	(16.2)
U.S.A.	227.9	3.4	216.0	14.3
Canada	130.9	(4.2)	104.7	2.0
Australia	70.7	(2.9)	52.0	(5.3)
Other overseas	98.5	(20.4)	97.6	(2.2)
	2,252.2	58.7	1,990.2	(107.7)

*including international business written in the U.K.
**including Republic of Ireland

SHAREHOLDERS' FUNDS

The Group's net assets at 31st December, 1988, excluding the value of long-term business, totalled £2,103m (1,066p per share). The solvency margin was 93.3% (1987 - 85.1%).

DIVIDEND

The Directors have resolved to declare at the Annual General Meeting on 17th May, 1989 a total dividend for 1988 of 41.0p per share (1987 - 31.0p) - an increase of 32.3%. An interim dividend of 15.0p per share was paid on 1st December, 1988 and the final dividend of 26.0p per share will be paid on 1st July, 1989.

NEW HOLDING COMPANY

As announced in October last, the Board intends to seek the approval of shareholders for the establishment of a Non-Insurance Holding Company. It is proposed that four shares in the new company will be issued in exchange for each share currently held and that provision be made for a scrip dividend option. The proposals will be submitted to Meetings to be held immediately after the Annual General Meeting and it is anticipated that the appropriate documents will be posted to shareholders later this month together with the Report and Accounts for 1988.

5th April, 1989

The above statement is a summary of the year's results. The full audited Report and Accounts will be posted to shareholders on 24th April, 1989 and delivered to the Registrar of Companies after the Annual General Meeting.

SUN ALLIANCE AND LONDON INSURANCE plc

Head Office: 1 Bartholomew Lane, London EC2N 2AB

London & Scottish Marine Oil PLC

has sold 25.2% of

Enterprise Oil plc

to

Aquitaine UK Limited

a subsidiary of

Société Nationale Elf Aquitaine

We acted as financial adviser to London & Scottish Marine Oil PLC.

Goldman Sachs International Limited

Goldman
Sachs

December, 1988

UK COMPANY NEWS

Lec rises 29% but hits problems over CFCs

THE WELTER of publicity in recent months concerning chlorofluorocarbons and the possible adverse effects on the environment of their use in refrigeration systems has led Lec Refrigeration to warn of "depressed turnover" in the first quarter of the current year.

The group, based in Reignor Regis, West Sussex, yesterday unveiled a 29 per cent increase in taxable profits from £3.48m to £4.5m for the 12 months to end-December 1988 on turnover virtually unchanged at £56.12m (£56.23m).

The directors, while expressing satisfaction over the "encouraging" outcome and continued improvement in margins, said that recent publicity about CFCs and the effect of statements about alternatives for refrigeration - "not yet available or proven" according to the board - together with cheap imports from eastern Europe and high interest rates, had "depressed turnover substantially" in the first quarter.

The tax charge took more at £1.64m (£1.31m), leaving earnings per share 31 ahead per cent at 47.37p (36.06p). The total dividend for the year is lifted to 14.5p (13.5p) via a proposed final of 10.5p.

BET acquisition

BET has paid £300,000 for Suffolk Electrical Rewinds, an electric motor repairer. Consideration is 90,000 shares and £59,000 cash.

Cash-rich Dewey moves £4m back into the black

By Andrew Hill

DEWEY WARREN Holdings, the USM-quoted group which started 1988 as Mr Robert Holmes & Court's investment vehicle and ended it as a cash-rich shell company, showed pre-tax profits of £4.95m during the year, recovering from losses of £28m in 1987.

But an extraordinary provision of £4.6m against the sale to D G Durham Group of Dewey Warren & Company, the original Lloyd's insurance broking subsidiary, again drove Dewey into the red at the attributable level. No dividend was recommended.

Other than substantial cash reserves, the group's chief asset during a turbulent year has been its 5.5 per cent stake in Morgan Grenfell, the merchant banking group.

Mr David Hart, finance director of Dewey, said yesterday that the stake would not be sold to any buyer with hostile intentions towards the merchant bank.

"There are a number of peo-

Dewey Warren Holdings

Share price (pence)
135
130
125
120
115
110
105
100

Nov 88 Jan 1989 Apr

ple who have approached us, but we are not prepared to let the (Morgan) shares go at steep prices," he added.

Control of Dewey changed hands twice during the year. In June, Mr Holmes & Court, the Australian financier hit by the 1987 stock market crash, gave

up Bell Group to fellow Australian Mr Alan Bond, and with it a 31 per cent stake in Dewey, which was recovering from a series of disastrous arbitrage investments made just before the slump.

Robert Fraser Group, the privately-owned financial services business, bought most of that stake from Mr Bond in December and Dewey almost immediately launched a £20m agreed cash bid for the quoted financial services company, Argyle Trust.

Last month, as expected, Dewey announced an all-share bid for Robert Fraser. Mr Colin Emson, chief executive of Fraser and now chairman and chief executive of Dewey, wants to build the former insurance broker into a broadly-based financial services group.

Dewey's turnover during 1988 rose from £3.91m to £2.28m and earnings per share were 4.6p, compared with a loss of 113.9p.

British Dredging surges over £3m

BRITISH Dredging reported pre-tax profits ahead by 58 per cent, from £1.94m to £3.08m, in 1988 on turnover increased from £18m to £21.6m.

Operating profits doubled from £1.47m to £2.57m with builders reuniting contributing £222,000 (£282,000), the supply of marine aggregates and concrete products £1.95m (£1.36m), and ship

repairing £104,000 (loss £187,000).

Mr Fane Vernon, chairman, said that 1988 had started well with exceptionally favourable weather and the profit for the first quarter was "well above" that of the previous year.

He said the aggregate side had performed well and was able to satisfy an increasing demand with two dredgers

instead of three, bringing considerable benefit to costs and profit margins.

Mr Vernon has handed over day to day running of the group to Mr Michael Brown, the managing director, who has become chief executive.

Earnings were 12.9p (7.32p) and the dividend is increased from 5p to 6p, with a final of 3.9p.

News Digest

ROCKWOOD

Turnover more than quadrupled

Rockwood Holdings, the acquisitive USM-quoted distribution group, yesterday announced pre-tax profits up 83 per cent from £1.04m to £1.8m for 1988.

Turnover rose more than four-fold to £109.75m (£19.9m) and after tax of £256,000 (£280,000) and an extraordinary credit of £1.76m (nil), earnings per 10p share were left at 4.09p (5.02p). A final dividend of 0.45p makes a total 0.75p (0.4p).

Mr Tom Forrest, chairman, said the group had now completed the task of forming and integrating its UK distribution network and was now the UK's largest international freight distributor.

MAGNOLIA

Pictures growth after purchase

Magnolia Group (Mouldings), the importer and manufacturer

of picture frame mouldings, reported pre-tax profits ahead 36 per cent to £1.47m in 1988. Turnover expanded from £17.68m to £18.96m.

The outcome was struck after exceptional credits totalling £371,000 arising from the sale of warehouses in Edinburgh and Stoke Newington, London.

The £1.6m purchase of Solomon & Whitbread last November took Magnolia into picture print publishing. The directors said that although this had a minimal impact on profits during the period, it has been successfully integrated and should contribute during the current year.

Earnings per 10p share worked through at 19.31p (12.16p) and the recommended final dividend is lifted to 3.45p for a 5p (4.45p) total.

HEITON HOLDINGS

Rights issue to raise £3.6m

Heiton Holdings, Dublin-based steel stockholder, and builders' and timber merchant, is to raise £3.6m (£3m) via a rights issue on a 3-for-10 basis at 58p per share.

Holder of the convertible second preference have agreed

to early conversion and to participate in the issue.

Directors said proceeds will be utilised to reduce borrowings and to fund £1.7m of new investment in the UK. They forecast pre-tax profits of not less than £1.8m in the 12 months to end-April 1989 - an increase of 44 per cent over the previous year, and a final dividend of 1.1p (1p) which would make a total of 1.8p (1p) for the year.

KINGSTON OIL & GAS

Marginal rise to \$551,905

Kingston Oil & Gas, Ohio-based oil and gas production, development and operating group, reported a modest rise in pre-tax profits from \$38,443 to \$51,906 (\$25,000) in the six months to December 31, 1988.

Earnings per share were lower at 4.28 cents (4.83 cents) but the interim dividend is 0.7425 cents (0.6825 cents) or 0.4125p (0.375p).

Kingston has entered into a joint venture with Greenland Petroleum to drill certain areas in the Beres formation in Ohio. Kingston will benefit from a contract with Texas Eastern to sell gas at \$6.66 per 1,000

cuft. compared with the average price in Ohio of \$2.50.

The company's year end is being changed to December and the next audited period will cover the 18 months to December 1989.

A BECKMAN

Downturn to £692,000

A disappointing return from its textile activities left A Beckman with pre-tax profits down from £979,000 to £682,000 for the six months to end-December. Turnover declined from £7,961m to £7,522m.

The textile division experienced a £1.4m downturn in turnover to £5.45m and a profits fall of £300,000 to £221,000.

The group's other involvement, property investing and development, continued to expand satisfactorily.

Earnings for the six months fell to 4.3p (6.2p) but the interim dividend is being held at 1.95p.

A one-for-five scrip issue is being proposed, along with plans for the group to purchase up to 1.25m of its own shares, some 10 per cent of the issued capital following the scrip issue.

Allied Irish Banks, p.l.c.

has acquired

First Maryland Bancorp

We acted as the financial adviser to Allied Irish Banks, p.l.c.

Goldman, Sachs & Co.

Goldman
Sachs

March, 1989

UK COMPANY NEWS

The astonishing rapid ascent and decline of Tony Berry

Vanessa Houlder goes behind the scenes for the final round of the boardroom battle for control at Blue Arrow

YESTERDAY'S announcement that the tenacious American Mitchell Fromstein had taken the chairmanship from the impulsive, urbane Tony Berry marks the end of an era for Blue Arrow.

It also appeared to be the final chapter in the astonishing rise and fall of Mr Berry - the speed and drama of which is matched only by the fall and rise of Mr Fromstein.

Mr Berry's departure is seen by some as the inevitable conclusion of perhaps the ultimate *folie de grandeur* of the bull market. The audacious \$1.3bn (£734m) takeover of Manpower has been dogged by straits and disappointing profits. Meanwhile, the fall-out from the flopped rights issue that financed the deal has damaged the profits and reputation of several City houses, leading to an inquiry by the DTI.

Now shareholders have a new catalogue of concerns which include doubts about the effectiveness of the strifed board, the recoverability of a mysterious £25m loan and the strength of the company's commitment to the UK.

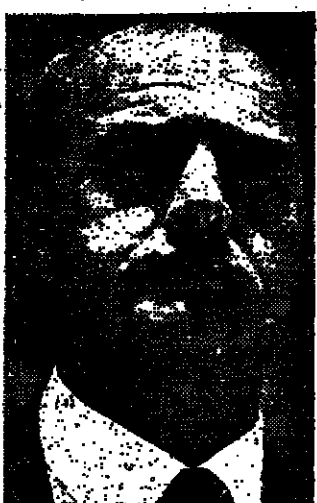
The make-up of the board is,

as shareholders pointed out at Monday's stormy annual meeting, almost comically bizarre. It is indeed hard to imagine the smooth workings of a board that first ousted Mr Fromstein last December and then just one month later, reinstated him and stripped Mr Berry of his executive duties.

Some observers feel that further resignations from the Blue Arrow board are inevitable. Indeed, there was some surprise that Mr Berry was willing to resign without dragging some of his tormentors behind him.

In particular, a question mark remains over the future of Mr John Sharkey, who joined the group last December from Saatchi & Saatchi. On Monday, shareholders refused to re-elect him after it was disclosed that he was paid £220,000 to relinquish his executive duties. But although it was Mr Fromstein who terminated his contract as an executive, he was unreservedly backed by Mr Sharkey at Monday's meeting.

In the event, the only other board member to leave yesterday was Mr David Atkins, deputy chairman. Mr Atkins, a life long friend of Mr Berry, also



Tony Berry - the outgoing chairman

lost his executive powers in January's push.

Shareholders are also concerned about a lack of executive management. As one shareholder put it, at the annual meeting at the Savoy on Monday: "It strikes me as an anomaly that a company can operate with only two

executive directors where one spends just 26 weeks in the UK."

Yesterday saw the appointment of Mr Gilbert Palay, executive vice president of Manpower as a director. But in any case, Mr Fromstein, who splits his time between the UK and the US, believes that the best decision makers are the non-executive directors, who should be in the majority on the board.

Yesterday's reshuffle has only served to underline the suspicion that Mr Fromstein has achieved a reverse takeover, with the Manpower executives holding the reins of the enlarged group. Is this, some analysts wonder, a prelude to an eventual shift of the company's base to the US?

This speculation has been fuelled by a recent spate of transatlantic buying of Blue Arrow's shares. After Harris Associates, a Chicago-based investment group thought to be friendly to Mr Fromstein, disclosed a 6 per cent stake on Tuesday, US investors are believed to own about 30 per cent of the company's shares.

But even the enthusiasm of US investors for Blue Arrow's

share that was expected at the time of the takeover. In the view of Mr Fromstein, these inflated expectations were largely due to a lack of realism by management and analysts. He argues that there were no obvious synergies between the competing Manpower and Blue Arrow "brands". Furthermore, he insists, Manpower, a temporary placement specialist, would not benefit from the much vaunted move into the permanent jobs market since this was less durable in the face of an economic downturn.

Mr Fromstein's qualified enthusiasm for the merged group is not entirely surprising in view of the strong fight he put up when Blue Arrow made its daring bid in the summer of 1987. His reluctant agreement, based on the promise of operating autonomy, was withdrawn when Mr Berry tried to exert his control.

That led to Mr Fromstein's ousting in December which was swiftly followed by a revolt by the Manpower franchisees. That in turn paved the way for Mr Fromstein's reinstatement as chief executive in January, at the expense of Mr Berry.

What will the future hold for Mr Berry? He has said he is considering a number of executive and non-executive positions. Furthermore, he is considering assisting in the buy-outs of Trevor Bass Associates, the financial public relations company, and Blue Arrow Business Travel.

Mr Berry has proved his ability to turn personal defeat to his advantage. His achievements at Blue Arrow followed his dismissal as finance director of Bregreen, a cleaning company in 1981. And although on Monday, he said he had no stomach to start again from scratch, he is not yet 50 and he still gives an impression of energy and enthusiasm.

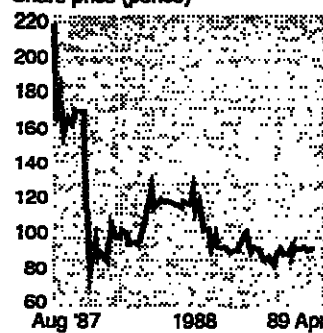
So Mr Berry may yet bounce back. But it may be hard to overcome the humiliation of yesterday's hasty departure from the company.

On Monday, Tony Berry was still able to boast that he was winning two to one. "I did the original deal. I got him out and he got me out..."

Tuesday night, his quiet departure from Blue Arrow's offices into the driving rain seemed to strip him of even that consolation.

Blue Arrow

Share price (pence)



The events of mid-January were a bitter blow for Mr Berry, who, in the space of just three years, built up Blue Arrow from an obscure, loss-making USM company into the largest employment agency in the world.

His extraordinary success was built on a flair for deals that led to a series of acquisitions, including Hoggett Bowers, the headhunters, and Brook Street Bureau. Until the Manpower deal started to unravel, it appeared that he could do no wrong.

Plessey trims investment in light of bid threat

By Terry Dodsworth, Industrial Editor

PLESSEY'S semiconductor division had experienced record demand and profits over the last three months, and was enjoying continuing buoyant conditions in the current three months, Mr Doug Dunn, managing director, said yesterday. Mr Dunn added, however, that the prospect of a renewed takeover bid for Plessey from the General Electric Company and Siemens of West Germany had put a blight on new investment in the group. Essential projects were going ahead, he said, but he had trimmed back other expenditure because of the uncertainty and cost of fighting the takeover battle.

Mr Dunn's comments come only a few days before the Monopolies and Mergers Commission is expected to send its report on the original GEC/Siemens offer to the Department of Trade and Industry. He said that the MMC had shown great interest in Plessey's chip division, which is the only substantial British-owned semiconductor company. The Commission, he added, had considered both the chip company's position as a supplier to the Plessey group and its significance in the British high technology sector. "If every British company

exported as much as we do, there would be no trade imbalance," he said.

Mr Dunn conceded that a takeover by the GEC/Siemens combine might open up a much larger internal company market for Plessey's semiconductor activities if the company could sell to Siemens as well. But he said that the balance of advantage was against the bidding consortium. Siemens, he argued, had not made its intentions clear towards the chip operations, and it was likely the business would be caught like an unwanted stepchild between the two parents.

W&R Jacob falls

W&R Jacob, the Dublin-based biscuit manufacturer, reported sharply lower pre-tax profits of £295,000 (£244,000) for 1988 compared with £2.52m. The result was struck, however, after an exceptional debit of £2.14m (£1.79m) compared with £61.14m (£51.96m) and generated operating profits little changed at £2.77m (£2.79m). Excluding the exceptional item, earnings emerged at 20.9p and after the exceptional item, at 1.1p (28.9p). The proposed final dividend is 6p making a total of 8.9p (8p).

More strength than meets the eye

The Taylor Woodrow team has pulled successfully together for nearly seventy years.

Continued profit growth, year after year, has come from real in-depth strength in each of our core businesses.

We have become a leading property company with a balanced international portfolio covering all sectors and

providing a growing stream of profits.

In house building, Taylor Woodrow has successful and expanding operations in the U.K., U.S.A., Canada, Australia and Spain.

And as one of Britain's leading construction groups we design, manage and build a wide range of projects including some

of the world's most demanding contracts. Added to all this is our growing strength in minerals and trading.

The key to our success lies in teamwork, a balance of businesses and depth of skills and experience. There's a lot more strength behind our famous logo than meets the eye.



THE TEAM ON THE MOVE

Taylor Woodrow Group, 345 Ruislip Road, Southall, Middlesex UB1 2QX

Supporting Free Enterprise

This information, for which the Directors of Taylor Woodrow plc are solely responsible, has been approved by Touche Ross & Co., who are authorised to carry out Investment Business by the Institute of Chartered Accountants in England and Wales.

Standard Chartered
Standard Chartered PLC
(Incorporated with limited liability in England)
US\$400,000,000 Undated Primary Capital Floating Rate Notes

In accordance with the provisions of the Notes, notice is hereby given that for the Interest Determination period from 6th April, 1989 to 8th May, 1989 the Notes will carry interest at the rate of 10% per cent. per annum.

Interest accrued to 8th May, 1989 and payable on 6th July 1989 will amount to US\$94.44 per US\$10,000 Note and US\$944.44 per US\$100,000 Note.

Standard Chartered Merchant Bank Limited
 Agent Bank

To advertise in the Holidays and Travel section please call:

Ian Flint 01-407 5755
 Nicholas Baker 01-407 5751
 Jessica Perry 01-407 5756

DBS BANK
 THE DEVELOPMENT BANK OF SINGAPORE LTD
(Incorporated with limited liability in the Republic of Singapore)
US\$75,000,000
14% Notes due August 12, 1989

NOTICE IS HEREBY GIVEN to Noteholders that copies of the 1988 Annual Report of DBS Bank will be available from 10 May 1989 at DBS Bank London Branch, 2nd Floor 19/21 Moorgate, London EC2R 6BU.

6 April 1989

COMMODITIES AND AGRICULTURE

Water pollution by UK farmers reaches record

By Bridget Bloom, Agriculture Correspondent

POLLUTION OF water courses by British farmers reached record levels last year while prosecutions fell, according to a report published jointly yesterday by the Water Authorities Association and the Ministry of Agriculture.

The ten water authorities in England and Wales continued to report a total of 4,131 farm pollution incidents in 1988, a rise of 6 per cent from 1987. But prosecutions dropped by 34 per cent, from 225 in 1987 to 148 in 1988.

According to the report, the major source of farm pollution involves dairy and beef farming, although pig production runs a close second. Major pollutants are farm slurry, which is 100 times more polluting than human sewage, and silage, the animal feed made from grass. Silage liquor is up to 200 times more polluting than sewage, the report notes.

The new farm pollution figures, reinforcing a trend noticeable for a decade, comes at a sensitive time, with moves within the European Community to control such pollution gathering pace and the bill to privatise Britain's water supplies entering its final stages.

Mr Richard Ryder, parliamentary secretary at the ministry, said yesterday he was "dismayed" at the figures. It was "the duty of every farmer to comply with the law and of the water authorities - soon the National Rivers Authority - to enforce it," he said.

Mr Ryder said that all sections of the farming community must take the pollution threat more seriously. The Government would fully support the new NRA to be created once water is privatised - "in taking action against the minority who by their recklessness persist in damaging the environment and the reputation of the British farming industry."

Dr David Clark, Labour's agriculture spokesman, described the new figures as alarming - they gave the lie to the Government's contention that river pollution was falling, he said. The environmental group Friends of the Earth drew attention to shortage of staff in the water authorities as part of the reason for falling prosecutions.

The report indicates that five authorities - North West, Severn Trent, South West, Welsh and Wessex - were responsible for nearly 80 per cent of the incidents. These are broadly the areas of greatest rainfall and greatest concentration of dairy and beef farming.

Although the law provides for polluters to be prosecuted, with fines of up to £2,000, fines have averaged only some £300 in recent years. The Government approach has been to persuade rather than force farmers to comply with good environmental practices; to this end it recently announced £50m in grants for farmers to install new slurry and silage control.

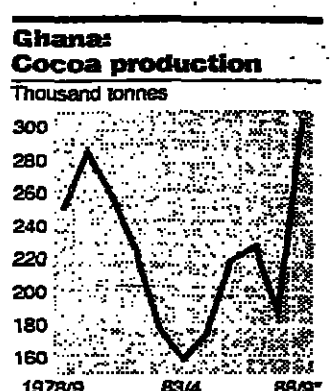
Mr David Nash, deputy President of the National Farmers' Union, expressed regret in an increase in pollution. It was clear that the new NRA would not put up with incompetence by farmers. However, he noted that farm pollution accounted on average for only a fifth of all water pollution in Britain.

Water Pollution from Farm Waste (England and Wales) 1988 Water Authorities Association. L. Queen Anne's Gate, London SW1E 4

Ghana stirs fresh life into cocoa industry

William Keeling on efforts to revive the country's biggest foreign exchange earner

DRESSED IN blue overcoats and trousers, with wellington boots to guard against snakes, a dozen women from the Bonsu seed garden in Ghana walk between the trees that they are trained to hand-pollinate. Six months later each tree is burdened with up to 200 ripe yellow pods of a new high yielding cocoa variety, known simply as C76, whose ancestors were the Alemorado and the Amazon.



root of the malaise in the failure to give the farmer a fair percentage of the world market price for his crop. Farmers had cut back on cocoa plantings from 3.5m acres in 1972 to the present 1.5m.

The decision, taken in 1982, gradually to raise the share of the world market price paid to the producer (from 30 per cent then to the present 50 per cent) has meant that despite the commodity's recent price fall the real earnings of Ghanaian farmers have risen consistently.

The estimated production figure for the 1988-89 season shows a dramatic improvement at 335,000 tonnes, up more than 60 per cent in a year. An actual production

increase has resulted from the first harvest of the new hybrid trees, but there has also been an apparent rise caused by the cessation of smuggling into the neighbouring Ivory Coast, where more attractive offers of prices were available. This used to reduce the Ghanaian output figure by some 30,000 tonnes each year.

Mr Kwame Owusu, chief executive of Cocoa, Ghana's state-owned marketing board, explains that the withholding policy being operated by the Ivorians in protest at low world prices meant that they were not finding it easy to source farmers and because of the smuggling was not going on.

Typical beneficiaries of the new policy are the villagers of Birimo, in the central region, who were completing their Valley Farms, the last month company involving foreign investment. Critically it has been given permission to sell direct onto the world market and a French agency is currently negotiating to buy its production at 30 per cent over the world market price.

Mr J.W. Wilson, managing director, explains that "the key word is quality, with the new hybrid cocoa and with the new pricing system it should become attractive for other foreign investors."

when the cocoa price was very low." She has more money to spend but, "now commodities are so expensive."

A secondary failing within the industry was the structure of the Cocoa Board. Numbers employed grew from 22,000 in 1984 to over 100,000 in 1985 and when the pay-roll was investigated over 15,000 of these were found to be "ghost" workers, employees who did not exist or were long since dead.

The Cocoa Board has already trimmed its staff to 44,000 and is busy ridding itself of its unprofitable subsidiary plantations. Forty have been given away to recently-created district assemblies and of the 52 remaining 12 have already been sold.

With proper management the plantations may be turned around, as has been shown by Valley Farms, the last month company involving foreign investment. Critically it has been given permission to sell direct onto the world market and a French agency is currently negotiating to buy its production at 30 per cent over the world market price.

structure of the Cocoa Board and the fair remuneration of the farmer may now allow the efficient to provide for a flexible and competitive industry. The dominant nature of the Cocoa Board is attributed to the era of state-ownership from which the Government is trying to free itself in the drive for foreign investment.

With proper management the plantations may be turned around, as has been shown by Valley Farms, the last month company involving foreign investment. Critically it has been given permission to sell direct onto the world market and a French agency is currently negotiating to buy its production at 30 per cent over the world market price.

Mr J.W. Wilson, managing director, explains that "the key word is quality, with the new hybrid cocoa and with the new pricing system it should become attractive for other foreign investors."

The rationalisation of the

Sugar 'could hit fresh peaks'

By David Blackwell

SUGAR PRICES could be pushed above the recent peaks if further buying appears from China, Venezuela and the Soviet Union, according to E.D. & F. Man's latest sugar market report.

Given the essentially tight supply and demand balance, the market is particularly susceptible to upward jolts on any evidence of physical offers, says the report. Man estimates a total supply deficit of 680,000 tonnes this year.

The report notes that speculation about the Soviet Union,

Cuba and swaps took the nearby contract in New York to a high of 13.05 cents a lb during trading on Monday.

"Despite the apparent availability of nearby raws, the tightness in whites and the overall supply deficit should maintain volatile trading conditions with sharp price gyrations testing previous peaks and ultimately pushing values higher."

Czarnikow, in its Sugar Review published last week, points out that the move into the second quarter increases

the potential for Chinese buying, with a substantial requirement for the third quarter still largely unmet.

In the long term, Czarnikow says, China will continue to need sizeable imports even if the projected large gains in production are attained. Consumption has been officially acknowledged at above 7m tonnes last year after rising by 500,000 tonnes a year since 1982. The current crop is unlikely to exceed 4.5m tonnes from both beet and cane, Czarnikow estimates.

Harvest gloom deepens in Argentina after drought

By Gary Mead in Buenos Aires

MR GUILLERMO Moresco, head of the Argentine Grain Board, has given a further gloomy prediction of this year's harvest, following one of the country's most serious droughts in recent years.

Mr Moresco said that "the severe drought impeded the harvesting in many areas where crops, particularly maize, did not grow properly," said Mr Moresco. "Because of the drought the total harvested area fell by almost 9 per cent in comparison with 1987-88."

He added that the total sown area of 13.8m hectares, down by 4.8 per cent compared with 1987-88, was the lowest for 20 years.

First reports of severe losses caused by the drought came through early this year, but Mr Moresco's statements are the most recent expert analysis. Initial forecasts had put the total Argentine harvest at 38.5m tonnes, but that estimate was reduced to 29.5m tonnes in February this year. Mr Moresco is now suggesting that the total harvest will be less than 27.7m tonnes, or 25 per cent less than last season.

Among the crops most seriously affected are maize, forecast to fall almost 45 per cent

from last season to 4.5m tonnes; sorghum, down 40 per cent to 1.9m tonnes; and soybeans, down 21 per cent to 7.5m tonnes.

Agricultural products, including meat and related products, account for almost 80 per cent of Argentina's foreign earnings, and the serious effects of the persistent drought will undoubtedly add to the country's balance of payments problems.

In February this year an independent agricultural analyst, Mr Eduardo de Zavaglia, estimated grain export earnings for 1989 at \$3.5m. However, the latest estimates from the Argentine Grain Exchange suggest a final harvest total some 2m tonnes less than that assumed in Mr Zavaglia's report. The net effect of the loss may mean that Mr Zavaglia's estimate of \$3.5m will tumble further to \$3.25m.

This latest news on the harvest front is bound to alarm a Government already facing a plethora of economic problems. Any further deterioration in harvest prospects - such as heavy rainfall in April, as experienced in 1987 - would not only damage farmers, but the country as a whole.

Granite builds on its strengths

By Jim Jones in Johannesburg

THE PROBLEMS of Europe's cathedrals are well-documented as centuries-old fabrics crumble under the attack of acid rain and air pollutants. But it is not just old buildings that are under stress; many erected in the post-war boom are simply wearing out as more and more feet tramp across their comparatively soft marble floors and their marble walls are eaten by acids.

Marble is easily shaped and was acceptable for floors and walls of offices and public buildings in the decades following the war. But development of new cutting tools which can cope with harder stones has helped to cut marble as the preferred cladding for the walls of modern high-rises.

Granite has taken over almost imperceptibly and more than the kind of high-quality, hard stone traded internationally comes from quarries in the Transvaal and the black homeland of Bophuthatswana.

These days granite has become the generic name for a range of hard stones with varying chemical compositions. Granite used in non-decorative applications - kerb stones or walls for example - is mined domestically. Appearance is immaterial and almost

any old hard rock will do. Internationally-traded decorative stone is another matter. It has to look good and needs to be free from cracks and faults. It must be available in fairly large sizes and be of a consistent quality.

Italy is the largest importer. As demand for marble has faded, Italian stonecutters have switched to processing harder, imported materials. The country imports about 750,000 tonnes of granite a year and exports over 1.5m tonnes of polished granite and marble.

Since the early-1970s demand for granite has grown dramatically. In the early 1980s when city building was booming, the world used about 15m tonnes of dimension stone (marbles, granites and so forth) each year. Of that, about a fifth was granite. By the early 1980s, consumption was about 23m tonnes of which 12.5m was marble and 6.5m granite.

South Africa's largest exporter estimates the world now uses 25m to 30m tonnes of dimension stone, more than 60 per cent of it granite.

Figures, notoriously imprecise, but at present about 5m tonnes of raw dimension stone are traded internationally.

Quarries in India, a major competitor in the Japanese market, lack equipment and cannot always produce sized granite. A realistic approach, Mr Bright believes, is to use the same often goes for Brazil.

One South African producer underlines his preoccupation with quality by saying raw granite is sold with the understanding it will be replaced if customers find unacceptable flaws when blocks are sawn. That is a realistic approach, as four fifths of the value of the final product comes from cutting and polishing.

Queensland cane suffers in cyclone

By Chris Sherwell in Sydney

THE POWERFUL cyclone which hit Queensland's coast on Tuesday has destroyed 10 per cent of the cane crop in the important sugar-growing area of the Burdekin River delta, but the loss of revenue to growers and millers is less than initially feared and seems likely to have negligible impact on the world market.

The crop damage was being closely monitored because Australia is one of the world's largest raw sugar exporters, selling 80 per cent of its annual production abroad. The cyclone, named Aivu and bringing winds of up to 200 km per hour, quickly rendered Burdekin a disaster area.

But yesterday CSR, Australia's most important sugar company, said the loss of revenue to the district because of crop damage was about A\$20m (5.5m), of which its own share would be some A\$7m.

The company added that pre-tax earnings of its four sugar mills in the district, which suffered another A\$1.5m-worth of damage, could be reduced by up to A\$5m.

According to the Queensland Cane Growers' Council, a further A\$2m was likely to be lost from reduced sugar content in salvaged cane. It put structural damage to farm buildings at another A\$20m.

involved is reckoned to be some 400,000-450,000 tonnes, equivalent to around 60,000 tonnes of sugar.

Before the cyclone struck the coast near the town of Ayr, the Burdekin district was producing its largest crop ever of 4.5m to 4.6m tonnes of cane. And output should still only be slightly less than the previous record crop of 4.1m tonnes.

Experts pointed out yesterday that, because much of the cane in the area was already wet and standing in soft ground, it simply bent flat in the strong winds. Had the area been dry recently, the cane might have snapped, wrecking it altogether.

WORLD COMMODITIES PRICES

LONDON MARKETS

ALUMINIUM prices on the LME yesterday maintained by the close a morning breakthrough above \$2,000 a tonne. Three-month metal added \$220 to \$2,000 a tonne - the highest level since March 15 - and traders said the new level signalled further gains for today and a possible run up to \$2,100 a tonne. Good merchant and speculative buying and showings supported the market throughout the day and absorbed a good volume of trade selling and profiting, they said.

Meanwhile cocoa prices fell, with the second position contract closing below \$200 a tonne. Dealers said futures appeared to be reflecting the approaching peak of greater seasonal supply from producer countries. "The near low months" supplies look very good and operators are tending to hedge this material and pre-empt an expected fall in prices," one said.

SPOT MARKETS

Table with columns for Commodity, Price, and Change. Includes items like Crude oil, Brent Blend, WTI, Oil products, and various metals.

COCOA \$/tonne

Table with columns for Month, Close, Previous, High/Low. Includes data for May, Sep, Dec, Mar.

COFFEE \$/tonne

Table with columns for Month, Close, Previous, High/Low. Includes data for May, Sep, Jan, Mar.

SUGAR \$/tonne

Table with columns for Month, Close, Previous, High/Low. Includes data for May, Aug, Oct, Mar.

LONDON METAL EXCHANGE TRADED OPTIONS

Table with columns for Commodity, Price, and Change. Includes Aluminum, Copper, and Zinc.

LONDON METAL EXCHANGE

Table with columns for Commodity, Price, and Change. Includes Aluminium, Cash, Copper, Silver.

POTATOES \$/tonne

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, May, Aug, Oct.

SOYABEAN MEAL \$/tonne

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

GRAIN \$/tonne

Table with columns for Month, Close, Previous, High/Low. Includes Wheat, Barley, Oats.

LONDON BULLION MARKET

Table with columns for Commodity, Price, and Change. Includes Gold, Silver, Platinum.

CRUDE OIL \$/barrel

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

SILVER \$/ounce

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

GAS OIL \$/tonne

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

US MARKETS

IN THE METALS, gold prices drifted lower on selling prompted by lower energy futures and a rebound in the dollar, reports Driscoll. The energy complex followed the gold closing slightly lower. Copper futures gained 80, basis May, in quiet dealings. In the softs, cocoa was the day's most active market as prices sank on heavy commission houses stop-loss selling. Sugar lost 25, basis May, but volume was only moderate. Switch buying provided support in the coffee market before profit taking near the close pared further gains. In livestock trading, lower cash bellies weakened the futures. Tuesday's bearish out of low storage report also added pressure to the market. Live hogs remained steady as lower cash prices were offset by some speculative buying on heavy commission houses gained on short covering. The grains featured lighter than normal volumes as some book squaring took place. Prices edged higher in the wheat as the day's most active grain. The energy complex opened the day higher on continued technical buying, but the rally faded when profit taking emerged at the days high.

New York

Table with columns for Commodity, Price, and Change. Includes Gold, Silver, Platinum.

CRUDE OIL \$/barrel

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

SILVER \$/ounce

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

INDEXES

Table with columns for Index, Value, and Change. Includes Reuters, DOW JONES, and Futures.

COPPER 25,000 lbs cent/bush

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

CRUDE OIL \$/barrel

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

SOYABEAN MEAL \$/tonne

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

GRAIN \$/tonne

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

CRUDE OIL \$/barrel

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

Chicago

Table with columns for Commodity, Price, and Change. Includes Soybean Meal, Soybean Oil.

SOYABEAN OIL \$/tonne

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

SOYABEAN MEAL \$/tonne

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

WHEAT \$/bushel

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

LIVE CATTLE \$/cwt

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

SOYABEAN MEAL \$/tonne

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

SOYABEAN OIL \$/tonne

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

WHEAT \$/bushel

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

LIVE CATTLE \$/cwt

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

LIVE HOGS \$/cwt

Table with columns for Month, Close, Previous, High/Low. Includes data for Apr, Jun, Aug, Oct.

1 a tonne unless otherwise stated. p=price/kg, c=cent/kg, m=metric tonne, q=quarter, s=short ton, t=metric tonne, w=weight, y=year, z=metric tonne. *Average of London physical market. **Chicago futures market. ***Bullion market close. ****Malaysian cents/kg.

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

AUTHORISED UNIT TRUSTS

Main table containing unit trust information, organized by fund manager. Each entry includes the fund name, manager, and various performance metrics.

GUIDE TO UNIT TRUST PRICING. Includes sections for 'PRICING CHANGES', 'HOW TO BUY', 'HOW TO SELL', 'HOW TO RENEW', 'HOW TO WITHDRAW', 'HOW TO REDEEM', 'HOW TO TRANSFER', 'HOW TO INVEST', 'HOW TO RECEIVE', 'HOW TO RECEIVE', 'HOW TO RECEIVE'.

Handwritten signature or mark at the bottom center of the page.

FT UNIT TRUST INFORMATION SERVICE

Current Unit Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

Handwritten note: "Unit Trusts" in a box.

Main table containing unit trust information with columns for Name, Code, Price, and other details. Includes sections for 'OTHER UK UNIT TRUSTS' and 'INSURANCES'.

Vertical text on the left margin: "loves black"

Vertical text on the left margin: "3m"

Vertical text on the left margin: "01-925-2128"

Vertical text on the left margin: "Financial Times"

Continued on next page

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit-Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

Main table containing unit trust information with columns for Name, Price, and other details. Includes sections for 'MANAGEMENT SERVICES', 'OFFSHORE AND OVERSEAS', 'GUERNSEY (GD RECOGNISED)', 'LUXEMBOURG (GD RECOGNISED)', 'SWITZERLAND (GD RECOGNISED)', 'BERMUDA AUTHORISED', and 'GUERNSEY (GD)'.

Handwritten signature: J. J. J. J.

FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

Table of FT Unit Trust Information Service, listing various unit trusts with columns for Name, Type, and other details.

Table of London Share Service, including sections for British Funds, Americans, Int. Bank and O/Ses, Corporation Loans, Commonwealth & African Loans, and Foreign Bonds & Rails.

Table of Money Market Trust Funds, listing various trust funds with columns for Name, Type, and other details.

Table of Money Market Bank Accounts, listing various bank accounts with columns for Name, Type, and other details.

LONDON SHARE SERVICE

Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-625-2123

Main table containing various stock market data including CANADIANS, BUILDING, TIMBER, ROADS, ELECTRICALS, ENGINEERING, INDUSTRIALS (Misc.), and LEISURE. Each section lists company names, stock prices, and other financial metrics.

Handwritten signature: J. P. Lita

LONDON SHARE SERVICE

Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline ring desk on 01-825-2128

Handwritten note: "Handwritten note in Arabic script at the top center of the page." (Note: The text is illegible but appears to be a handwritten note or signature.)

LEISURE - Contd

Table listing leisure companies such as British Skyways, British Airways, and others with their share prices and financial data.

PROPERTY

Table listing property companies such as British Land, City of London Properties, and others with their share prices and financial data.

TEXTILES - Contd

Table listing textile companies such as British Textiles, J. H. Rayner, and others with their share prices and financial data.

TRUSTS, FINANCE, LAND - Contd

Table listing trusts, finance, and land companies such as British Trustee, Finance, and Land with their share prices and financial data.

OIL AND GAS - Contd

Table listing oil and gas companies such as British Petroleum, Shell, and others with their share prices and financial data.

MINES - Contd

Table listing mining companies such as British Coal, Anglo American, and others with their share prices and financial data.

MOTORS, AIRCRAFT TRADES

Table listing motor and aircraft trade companies such as British Leyland, British Aerospace, and others with their share prices and financial data.

TOBACCO

Table listing tobacco companies such as British American Tobacco, J. H. Rayner, and others with their share prices and financial data.

TRUSTS, FINANCE, LAND

Table listing trusts, finance, and land companies such as British Trustee, Finance, and Land with their share prices and financial data.

OVERSEAS TRADERS

Table listing overseas trading companies such as British Overseas Airways, British Overseas Airways, and others with their share prices and financial data.

PLANTATIONS

Table listing plantation companies such as British Plantations, British Plantations, and others with their share prices and financial data.

MISCELLANEOUS

Table listing miscellaneous companies such as British Airways, British Airways, and others with their share prices and financial data.

COMMERCIAL VEHICLES

Table listing commercial vehicle companies such as British Leyland, British Leyland, and others with their share prices and financial data.

FINANCE, LAND, ETC

Table listing finance, land, and other companies such as British Finance, British Finance, and others with their share prices and financial data.

MINES

Table listing mining companies such as British Coal, Anglo American, and others with their share prices and financial data.

CENTRAL RAND

Table listing central rand companies such as British Central Rand, British Central Rand, and others with their share prices and financial data.

EASTERN RAND

Table listing eastern rand companies such as British Eastern Rand, British Eastern Rand, and others with their share prices and financial data.

FAR WEST RAND

Table listing far west rand companies such as British Far West Rand, British Far West Rand, and others with their share prices and financial data.

NEWSPAPERS, PUBLISHERS

Table listing newspaper and publishing companies such as British Newspapers, British Newspapers, and others with their share prices and financial data.

SHIPPING

Table listing shipping companies such as British Shipping, British Shipping, and others with their share prices and financial data.

SHOES AND LEATHER

Table listing shoes and leather companies such as British Shoes and Leather, British Shoes and Leather, and others with their share prices and financial data.

SOUTH AFRICANS

Table listing south african companies such as British South Africans, British South Africans, and others with their share prices and financial data.

TEXTILES

Table listing textile companies such as British Textiles, British Textiles, and others with their share prices and financial data.

OIL AND GAS

Table listing oil and gas companies such as British Petroleum, Shell, and others with their share prices and financial data.

PAPER, PRINTING, ADVERTISING

Table listing paper, printing, and advertising companies such as British Paper, British Paper, and others with their share prices and financial data.

AUSTRALIANS

Table listing Australian companies such as British Australians, British Australians, and others with their share prices and financial data.

REGIONAL & IRISH STOCKS

Table listing regional and Irish stocks such as British Regional, British Regional, and others with their share prices and financial data.

TRADITIONAL OPTIONS

Table listing traditional options such as British Traditional, British Traditional, and others with their share prices and financial data.

INDUSTRIALS

Table listing industrial companies such as British Industrials, British Industrials, and others with their share prices and financial data.

PROPERTY

Table listing property companies such as British Property, British Property, and others with their share prices and financial data.

Small text at the bottom of the page providing additional information and disclaimers.

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices, organized into columns with headers like 'High', 'Low', 'Open', 'Close', 'Change', and 'Volume'. Includes a sub-section 'Spm prices April 5' on the left side.

Handwritten signature 'J. J. ...' at the bottom center of the page.

NYSE COMPOSITE PRICES

Table of NYSE Composite Prices with columns for Stock, Div., Yld., High, Low, Last, and Change. Includes a section for 'Continued from previous page'.

Handwritten note: 'ملا في الجدل' (Mala fi al-jadl)

OVER-THE-COUNTER

Nasdaq national market, 3pm prices April 5

Table of Over-the-Counter prices with columns for Stock, Div., Yld., High, Low, Last, and Change. Includes a section for 'Continued from previous page'.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices with columns for Stock, Div., Yld., High, Low, Last, and Change.

Advertisement for Intercontinental S.R.L. with text: 'Have your F.T. hand delivered... every working day, if you work in the business centres of MILANO and ROMA. Milano (02) 6887041. And ask Intercontinental S.R.L. for details.'

Advertisement for 'Travelling by air on business?' with text: 'Enjoy reading your complimentary copy of the Financial Times when you are travelling on scheduled flights... Air Canada, American Airlines, Crossair, British Airways, British Caledonian, Lufthansa, El Al, Swissair, TWA. Zurich with Aerolíneas Argentinas, Dan Air, Jet Aviation, Crossair, El Al, Pan-Am, S.A.A., Swissair, TAP Air Portugal, TWA, Delta. FINANCIAL TIMES'.

AMERICA

Wait for economic figures leaves Dow in doldrums

Wall Street

WITH The dollar steady in a narrow range and no fresh economic news until tomorrow's key unemployment release for March, equities yesterday morning traded virtually unchanged, writes Janet Bush in New York.

At 2 pm, the Dow Jones Industrial Average stood 1.29 higher at 2,299.45 on fairly active trading of 11.3m shares. The index scored modest gains in early trading but then pulled back.

The announcement by Tandem Computers on Tuesday that its profits would be lower than analysts expected prompted selling of technology issues and heightened concerns about the outlook for corporate profits now that there appears to be evidence of an economic slow-down.

The recent easing of interest rates as the bond market has rallied, taking the yield on the Treasury's benchmark long bond down to nearly 9 per cent, the lowest level in two months, is being balanced by these concerns.

The bond market pulled back modestly yesterday in a reaction to its latest gains and proved something of a drag on equities.

Technology stocks actually fared better after Tuesday's losses while auto issues contin-

ued to weaken as analysts lowered their investment ratings on car manufacturers in view of weak sales figures.

Tomorrow's unemployment release is the next large hurdle for the market. Forecasts suggest a rise in the non-farm payroll of around 215,000 compared with the rise of 299,000 in February and a rise in the unemployment rate to 5.2 per cent or even 5.3 per cent from 5.1 per cent in February.

Any such evidence of a deceleration in the rate at which jobs are being created should be taken as a positive in both stock and bond markets hoping for the US Federal Reserve to ease its restrictive monetary stance.

However, perhaps more crucial for interest rates will be the releases of producer and consumer prices figures for March expected on April 14 and 18.

Over the next few weeks, it is conceivable that the stock market will be held in a tight range as investors pessimistic about corporate profits slowing down fight it out with those who are optimistic because of a glimmer of hope that interest rates will start to come down.

In the technology sector, Hewlett-Packard jumped 1 1/4% to \$52 3/4 after it said its business remained strong across the board. International Business Machines added 3/4% to \$107 1/4 and Tandem returned

to \$154 while Compaq retreated 1/4% to \$89 1/4.

Among auto issues, Ford dropped 1/4% to \$47 1/4, Chrysler dipped 1/4% to \$24 and General Motors slipped 1/4% to \$40.

NWA, the holding company for Northwest Airlines, jumped 3/4% to \$86 1/4 after Mr Martin Davis, the investor, said that he did not intend to break up the company or sell assets under his proposed \$90 a share offer.

ITT added 1 1/4% to \$54 1/4 on speculation, which began apparently in Europe, that the company may be a candidate for restructuring or takeover.

In over-the-counter trading, Quantum less 1/4% to \$17 1/4 after the company said that net income in its March quarter would be more than 60 cents a share, significantly higher than it had been expecting.

Among blue chip issues, Procter & Gamble was unchanged at \$91 1/4, American Telephone & Telegraph was down 3/4% at \$31 3/4. Woolworth slipped 1/4% to \$49 3/4 and Merck was down 1/4% to \$65 1/4.

Canada

IN The absence of any trends Toronto stocks fell away in quiet trading while bond prices also drifted lower.

The composite index rose 0.30 to 3,552.88 in volume of 7.5m as declines led advances by 234 to 159.

Japan

INITIAL strong buying by individual investors and foreigners, encouraged by stability on the foreign exchanges, pushed the Nikkei average to its sixth consecutive record, agencies report from Tokyo.

But a lack of institutional support caused gains to peter out and the broader market ended mixed.

The Nikkei fluctuated during the day, opening higher, weakening and then picking up again to close higher for the seventh day running at 35,399.79, a rise of 45.54. The day's high was 35,412.96 and the low was 35,293.53.

The string of seven straight rises has pushed the Nikkei up by a total of 1,943.29 points, or 5.87 per cent.

Turnover reached 1.81bn shares, down slightly from Tuesday's 1.83bn, and declines just outnumbered advances by 457 to 431, with 187 stocks unchanged.

The Topix index moved 11.73 to a record 2,494.74, and in later London trading the ISE/Nikkei 50 index rose 0.63 to 1,999.83.

The big capitalisation issues such as steel and shipbuilding stocks attracted buying attention in initial trade, although some saw their gains reversed later.

Nippon Steel was the most actively traded stock, ending unchanged at the day's low of Y965 on 136m shares. Kobe Steel followed with 102.6m shares traded, adding Y15 to Y940 after reaching a high of Y960.

Kawasaki Heavy Industries came third with 68.6m shares, ending steady at Y1,080. The 10 most active stocks, mostly

retreated as the yen strengthened in sympathy with the price of bullion which gave up recent gains. Southval fell 15 to R153 while Kiof lost 12 to R27.

Fiatannua saw some buying interest while the rest of the market remained mixed in thin turnover before today's Founders Day public holiday.

Impala and Rustenburg both gained 50 cents to R45.25 and R57.75 respectively. Industriest-groep Miesina was a shade off at R23.75.

GOLD SHARES retreated as enthusiasm sagged in sympathy with the price of bullion which gave up recent gains. Southval fell 15 to R153 while Kiof lost 12 to R27.

Fiatannua saw some buying interest while the rest of the market remained mixed in thin turnover before today's Founders Day public holiday.

Impala and Rustenburg both gained 50 cents to R45.25 and R57.75 respectively. Industriest-groep Miesina was a shade off at R23.75.

MILAN came off in reasonable volume, with mixed interest in blue chips. The Comit index eased 1.16 to 606.33.

Chile poised for a pension fund avalanche

Barbara Durr in Santiago on the bourse's reaction to plans to ease investment rules

CHILE'S small but vibrant stock market is making a stunning ascent. This year, in spite of a brief setback due to the economic impact of the fruit exporting difficulties, the most actively traded shares have risen about 30 per cent and the general index 35 per cent.

The AFP's recent upward push, which follows a steady rise since 1985, stems largely from expectations of an avalanche of capital sweeping into shares later this year from the country's huge, privately administered pension funds. Known as Administrators of Pension Funds (AFPs), they hold some \$3.7bn and are the largest single group in Chile's capital market.

The Government is due to announce in the next few days regulations to allow greater shareholdings.

Currently, the AFPs have only 8 per cent of their capital in shares. The rest is held in fixed rate instruments, which form the bulk of the Chilean

financial market.

The regulatory changes are moving through the military Government's legislative process and should be approved in May.

As proposed, they will allow the pension funds to raise the proportion of shares they own in a restricted group of companies from 5 per cent to 7 per cent of the company's capital and be able to buy 1 per cent of any other company's shares, as long as they are actively traded.

Until now, AFPs had been barred from investing in companies that are 50 per cent or more controlled by one owner. Most companies in Chile fall into that category and only some 203 are publicly traded at all.

Of these, just 45 or so companies were active by December. The change could bring as much as \$400m to \$500m into the stock market, according to estimates by two of Chile's prominent financial experts, Mr Guillermo Villaseca of Tanager & Continental Illinois, one

of Santiago's largest stock brokerages, and Mr Mario Lobo, a former Rothschild man who has just launched his own boutique investment bank, CEL.

This amount of money looking for investment will sharply increase Chilean share trading, which last year registered just \$643m compared with a total of \$19.3bn worth of transactions of all kinds at the Santiago stock exchange. Nevertheless, that share turnover has already risen sharply from \$88m in 1985.

Mr Ernesto Illanes, of Inverchile, one of Santiago's top financial services companies, believes the dramatic rise in share prices will push price earnings ratios up from their current level of between four and five to between six and seven by December.

This pension fund-related boom is the latest in a market that has been bullish since 1985. As the economy recuperated from its 1982-83 slump, the Government's last privatisation campaign and hefty corpo-

rate profits have led to more and more shares being bought in the past five years. More relaxed taxation rules and a 1981 law that forced companies to distribute at least 30 per cent of their income as dividend also laid the groundwork. Annual dividend payments jumped from \$197m in 1985 to \$766m in 1988.

Privatisations have increased the amount of stock on offer and multiplied the number of shareholders. Since 1985, 200,000 people have joined the ranks, many of them workers whose share participation was part of a privatisation scheme.

Debt for equity swaps have also boosted market activity and foreign shareholding. According to the Superintendent of Securities and Insurance, from 1985 until March 1988, the latest period for which figures are available, \$550m from foreign investors has gone into shares, or about a quarter of all foreign investment in that period.

Prospects appear so rosy that a new, completely electronic stock market - the first all-electronic market in Latin America - will be launched in the second quarter, modelled on the US Nasdaq market.

The new market, created by those securities dealers who were excluded from trading directly in the traditional Santiago stock market, is expected to absorb a healthy portion of the pension fund shareholding wave.

An undercurrent of caution tinges at the optimism of financial analysts. The uncertainties in Chile's political transition back to democracy over the next 12 months could bring trouble.

The upcoming political and economic risks are moderate, and the promising state of the economy is favourable for share trading, said Tanager & Continental Illinois in a recent investor bulletin. But it advised keeping a broad portfolio and a very close watch on the market.

ASIA PACIFIC

Nikkei fluctuates as rally loses momentum

Tokyo

INITIAL strong buying by individual investors and foreigners, encouraged by stability on the foreign exchanges, pushed the Nikkei average to its sixth consecutive record, agencies report from Tokyo.

But a lack of institutional support caused gains to peter out and the broader market ended mixed.

The Nikkei fluctuated during the day, opening higher, weakening and then picking up again to close higher for the seventh day running at 35,399.79, a rise of 45.54. The day's high was 35,412.96 and the low was 35,293.53.

The string of seven straight rises has pushed the Nikkei up by a total of 1,943.29 points, or 5.87 per cent.

Turnover reached 1.81bn shares, down slightly from Tuesday's 1.83bn, and declines just outnumbered advances by 457 to 431, with 187 stocks unchanged.

The Topix index moved 11.73 to a record 2,494.74, and in later London trading the ISE/Nikkei 50 index rose 0.63 to 1,999.83.

The big capitalisation issues such as steel and shipbuilding stocks attracted buying attention in initial trade, although some saw their gains reversed later.

Nippon Steel was the most actively traded stock, ending unchanged at the day's low of Y965 on 136m shares. Kobe Steel followed with 102.6m shares traded, adding Y15 to Y940 after reaching a high of Y960.

Kawasaki Heavy Industries came third with 68.6m shares, ending steady at Y1,080. The 10 most active stocks, mostly

retreated as the yen strengthened in sympathy with the price of bullion which gave up recent gains. Southval fell 15 to R153 while Kiof lost 12 to R27.

Fiatannua saw some buying interest while the rest of the market remained mixed in thin turnover before today's Founders Day public holiday.

Impala and Rustenburg both gained 50 cents to R45.25 and R57.75 respectively. Industriest-groep Miesina was a shade off at R23.75.

EUROPE

Good results from BASF add fizz to Frankfurt

AN abundance of corporate news, some of it extremely positive, helped lead leading bourses to end higher, writes Our Markets Staff.

FRANKFURT gathered pace with turnover remaining fairly active, as the Bundesbank relieved interest rate worries with a generous securities repurchase allocation and market optimism was encouraged by strong corporate results.

Pre-bourse trading was nervous, but by mid-session the FAZ index was showing a rise of 2.34 to 563.91 and the DAX index closed 9.01 higher at 1,348.30. Volume was close to Tuesday's at DM3.76bn.

The Bundesbank's allocation of a larger than expected DM37.2bn in its two-tranche repo tender was taken as a further signal that interest rate policy would not change for the time being, provided the dollar stays under control.

If tomorrow's US jobs figures are neutral, analysts expect the market, then the FAZ index might have another attempt at breaching the 570 level next week, said one German institutional adviser. If that happened, foreigners might begin to put their capital back into Germany after sitting on the sidelines for some weeks.

Chemical group BASF pleased the market with a better than expected 44 per cent rise in 1988 pre-tax profits and gained DM3.30 to DM300.50.

The results increased the likelihood that BASF would raise its dividend on April 29 from DM10 to at least another year's dividend, which said it planned to increase its 1988 dividend from the previous year's DM11, rose DM1.10 to DM304.83.

ish insurance company Ecros. There were also suggestions it might be supporting the share price in preparation for a capital increase.

PARIS put in a patchy performance. Speculation boosted trading and prices in certain stocks, but initial unhappiness at CGE's offers for subsidiaries Alstom and Alcatel spurred selling.

The CAC 40 index finished off its lows but still eased 2.68 to 1,683.82, while the OMP 50 index edged up 0.98 to 470.72. Volumes were seen as better than Tuesday's FF1.6bn.

CGE fell FF13.50 to FF47.50 and Alcatel dropped FF65, or 1.9 per cent, to FF2.905 on the view that CGE was being mean in its merger terms for its subsidiaries.

The offers meant a premium of 8 per cent for Alstom and just 2 per cent for Alcatel using last Friday's share prices, according to Mr Bill Coleman, electronics analyst at James Capel. "That is actually low by the standards we've got used to today. Investors feel short-changed." But Alstom gained ground in active trading, rising FF16 to FF75, it is seen as being the most likely to benefit from any improved offer.

Perrier picked up FF91 to FF1.780 and parent company Ecros rose FF70 to FF1.379 - both increases of 5.4 per cent - on renewed rumours of a possible takeover by Perrier.

AMSTERDAM had a slower day, but ended at its best level since the CBS tendency account began and the cash index rose 32.26 to 5,781.36. Arbed benefited from news of its healthy return to profit and gained FF40 to FF75.

MILAN came off in reasonable volume, with mixed interest in blue chips. The Comit index eased 1.16 to 606.33.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	TUESDAY APRIL 4 1989					MONDAY APRIL 3 1989					DOLLAR INDEX		
	US Dollar Index	Day's Change %	Point Sterling Index	Local Currency Index	Gross Div. Yield	US Dollar Index	Point Sterling Index	Local Currency Index	Gross Div. Yield	1988/89 High	1988/89 Low	Year ago (approx)	
Australia (89)	133.28	+1.5	115.79	107.53	5.16	135.24	118.93	109.07	157.12	131.93	116.03		
Austria (18)	116.35	+2.1	101.08	112.91	2.23	113.91	100.17	111.66	116.35	92.84	92.46		
Belgium (13)	132.29	+1.1	114.93	128.05	4.07	130.88	115.09	127.98	136.66	128.52	132.18		
Canada (127)	134.13	+0.7	116.53	115.39	5.73	131.65	115.61	115.61	137.27	124.67	122.38		
Denmark (38)	171.93	+1.0	149.37	170.12	1.90	170.16	149.63	169.59	180.38	165.35	120.03		
Finland (26)	152.66	+0.9	132.63	134.82	1.35	151.28	133.03	134.65	152.66	125.81	127.47		
France (130)	118.71	+1.5	103.13	117.50	8.19	116.98	102.87	116.57	118.71	77.98	77.89		
West Germany (100)	84.86	+0.5	73.72	82.50	2.30	84.41	74.23	82.59	90.40	61.77	77.76		
Hong Kong (49)	126.45	+0.1	109.96	126.39	4.06	126.29	111.05	126.25	133.77	111.80	99.30		
Ireland (17)	144.10	+2.8	125.19	142.28	6.25	141.12	128.10	140.25	146.46	125.00	119.61		
Italy (98)	82.04	+0.6	71.28	84.01	2.50	81.53	71.49	84.08	86.98	68.98	71.89		
Japan (455)	192.35	+1.6	167.12	159.16	0.48	189.32	166.48	158.02	200.11	180.30	170.35		
Malaysia (36)	164.82	+1.0	140.20	174.44	2.70	163.18	143.50	172.61	164.82	143.36	118.60		
Mexico (13)	147.37	+1.5	140.74	148.83	1.67	146.89	146.78	147.92	151.07	137.27	118.16		
Netherlands (42)	118.18	+0.5	102.68	113.71	4.49	117.62	103.43	113.97	118.18	110.63	107.23		
New Zealand (24)	69.25	+0.8	60.25	59.71	6.60	68.83	60.52	59.45	76.02	67.60	76.33		
Norway (26)	178.53	+0.1	155.11	164.54	1.58	178.34	156.52	165.73	178.53	139.92	123.43		
Portugal (26)	146.02	+1.3	126.87	131.19	2.08	144.11	126.72	130.20	146.02	118.74	108.60		
South Africa (60)	140.73	+0.5	122.26	127.90	3.95	140.04	123.15	126.76	142.88	115.35	132.13		
Spain (42)	152.61	+2.3	132.59	133.88	3.61	149.20	131.20	132.41	152.61	143.14	151.04		
Sweden (15)	142.00	+1.5	140.74	152.70	1.23	151.62	140.37	151.07	162.00	143.45	118.16		
Switzerland (57)	76.01	+1.0	66.04	76.88	2.39	75.24	66.16	76.87	77.76	74.35	81.87		
United Kingdom (316)	148.05	+1.4	128.63	128.63	4.35	146.05	128.43	128.43	153.33	134.53	135.25		
USA (564)	120.26	-0.3	104.48	120.26	3.65	120.64	106.09	120.64	121.90	112.13	105.36		
Europe (1008)	119.66	+1.2	103.96	110.68	3.55	118.28	104.01	110.46	120.88	114.02	107.25		
Nordic (125)	153.40	+1.1	133.28	150.23	1.96	151.68	133.38	149.63	153.40	137.95	111.17		
Pacific Basin (679)	187.22	+1.5	162.65	154.51	0.69	184.48	162.22	154.51	194.72	176.37	165.41		
Europe-Pacific (1687)	160.20	+1.4	139.18	137.65	1.56	158.00	138.94	136.95	164.22	152.63	142.16		
North America (691)	120.99	-0.3	105.12	119.99	3.63	121.35	106.71	120.35	122.71	112.79	106.27		
Europe Ex. UK (692)	102.04	+1.0	88.65	99.57	2.89	101.02	88.83	99.33	103.11	98.84	89.87		
Pacific Ex. Japan (236)	125.81	+1.3	109.31	124.71	1.55	126.34	109.52	117.65	137.65	124.54	105.95		
USA Ex. (1887)	158.10	+0.3	138.23	136.93	1.63	157.00	138.06	136.26	158.10	141.38	138.88		
World Ex. UK (2135)	143.72	+0.8	124.87	131.56	2.03	142.61	125.41	131.22	146.04	138.06	126.72		
World Ex. So. Af. (2391)	144.12	+0.8	125.21	131.30	2.23	142.92	125.68	130.98	146.65	138.82	127.44		
World Ex. Japan (1956)	120.93	+0.2	105.06	116.71	3.64	120.65	106.09	116.85	122.37	114.51	106.89		
The World Index (2451)	144.09	+0.8	125.19	131.27	2.25	142.90	125.66	130.95	146.51	138.83	127.47		

Base values: Dec 31, 1986 = 100; Finland: Dec 31, 1987 = 115.037 (US \$ index), 90.791 (Pound Sterling) and

ACCOUNTANCY COLUMN

West German firms coming out of their shells

By Neasa MacErlain

THE WEST German accountancy profession is coming out of its shell. Still operating from a relatively introspective, national viewpoint, it is now beginning to adapt to wider international change. The transition echoes change underway across the Continent.

The introspection of the German market has meant that some firms still thrive by concentrating on traditional audit services while their foreign counterparts have developed into a wider range of services.

A number of factors have helped to keep the German profession in the dark ages of accountancy till now. The first is, ironically, the strength of the German economy. Germany has been regarded as the European stronghold which the international accountancy firms have not been able to penetrate.

The power vested in the national German firms through the sheer economic muscle of their audit clients has given the firms a high level of independence from their international associates and allowed them to dictate the terms of their involvement with international firms.

This has resulted in them being slow to adopt the sort of developments seen elsewhere. And for the same reasons, the international firms which set up their own offices in Germany - Arthur Andersen,

Peat Marwick, Ernst & Whinney and Price Waterhouse - have had to push their less traditional non-audit services to make an impact on the market. Secondly, tight regulation, for instance in areas such as advertising, has held back development. This in turn has helped to restrict the level of competition between firms.

These forces can produce what may appear to be odd results. Strategic decisions are made on the basis of national considerations rather than international ones - perhaps surprisingly at this stage of the development of Europe's internal market.

These forces can produce what may appear to be odd results. Strategic decisions are made on the basis of national considerations rather than international ones - perhaps surprisingly at this stage of the development of Europe's internal market.

Ownership by banks was especially common among firms which were created before 1931, when the audit requirement was first introduced. Since then there has been a gradual divestment by the banks, although in most cases close links have remained.

Treuhand Vereinigung, for example, was founded by the Dresdner Bank and owned by it until 1938 when the senior management bought out the bank. Never-

Hence, the recent decision of the grande dame of the profession, Treuarbeit, associated with Price Waterhouse, to join forces with Treuhand Vereinigung, the Coopers & Lybrand firm. While the link-up more or less doubles its individual national resources, it more or less halves the combined international opportunities.

The danger signs for the traditional approach are clearly there. The German banks have been entering the consultancy market for small and medium-sized companies. Deutsche Bank acquired consultancy group Boland Berger for this end and Dresdner Bank and

Deutsche Treuhand Gesellschaft signed a cooperation agreement in October.

The prohibition on advertising - so severe that it need to be a virtual prohibition on competition - is being chipped away at the edges year after year. Fee-cutting is now much more commonplace.

The watershed for many smaller accountancy firms will be the implementation of the European Community's 7th Directive, requiring consolidated accounts from January 1990. Many medium-sized and even small German companies have foreign subsidiaries and accountancy firms will need

reliable and comprehensive international associations.

Dr Gadonski of Treuverkehr said: "The 7th Directive will restrict the number of firms which are available to do work for multinational companies which are based in Germany. Any firm which is complacent in its attitude runs the risk of going under because eventually something will happen. It won't happen in Germany, it will happen outside."

Some of the smaller national firms are merging with the larger ones - moves which are a sacrifice of independence for the sake of survival. However, the main challenge

facing all the national firms is the need and the demand for a diversification of services away from the traditional reliance on audit.

With the exception of Schitag Schwäbische, associated with Arthur Young, the top national firms earn about 75 per cent of their income from audit and related services.

Although the audit market itself does not appear to be growing, the market for related services is. Jürgen Schülke of Arthur Andersen puts the growth at 25-35 per cent a year. The international firms (and Schitag) earn only about half of their income from audit and related services and they have a much greater focus on management consultancy, particularly in the field of information technology. Beyond information technology, however, the range of consultancy services is still relatively narrow. Human resources consultancy, for example, is not seen as the domain of the accountancy firms.

Schitag believes it is unusual among the accountancy firms in offering a broad range of consulting services that includes strategic planning, specialist insurance services and legal and actuarial advice. This could become the model for the rest of the German accountancy profession as it comes out of its shell in the 1990s.

Influence of bank ownership still traceable

SEVERAL German accountancy firms were founded and owned by banks - something that accountants in countries like the UK should bear in mind when considering who should be able to own shares in auditing firms, writes Neasa MacErlain.

Ownership by banks was especially common among firms which were created before 1931, when the audit requirement was first introduced. Since then there has been a gradual divestment by the banks, although in most cases close links have remained.

Treuhand Vereinigung, for example, was founded by the Dresdner Bank and owned by it until 1938 when the senior management bought out the bank. Never-

theless, the links are still strong. The influence of former bank ownership is still traceable among many accountancy firms, although the firms argue that it is not significant.

Deutsche Waren Treuhand (of BDO Binders) earns less than 1 per cent of its turnover from trustee work - a hangover from the pre-1945 days when it was minority-owned by a bank.

Senior partner Hans Heinrich Otte said: "So far as services provided are concerned, bank ownership makes no difference at all to the accountancy firms. But even when these connections between banks and accountancy firms have finished, they remain on friendly terms."

In a parallel situation, Treuarbeit,

majority-owned by the federal and local governments until the end of last year, has a high profile within the public sector. One disadvantage to the firm of reducing the Government's shareholding is that Treuarbeit will no longer be the obvious choice for public work.

The European Community's 8th Directive, limiting external shareholdings to 49 per cent, was not popular with the German accountancy profession when it was implemented in January 1988.

Since the banks and other external shareholders had not interfered in the day-to-day running of the firms or with confidentiality or standards, the profession did not see ownership as compromising independence.

ACCOUNTANCY APPOINTMENTS

THE CO-OPERATIVE BANK

HEAD OF INSPECTION, COMPLIANCE & SECURITY

North West

c£50K package

The Co-operative Bank Group offers an extensive range of banking and financial services. Leadership in product innovation and traditional strengths in corporate and personal banking provide the bank group with a platform for continuing growth and profitability.

This is a key management post. Leading 50 managers and staff with responsibility for Internal Audit, Compliance and Security, the job holder is fully involved in bank group policy, from design through to maintenance, ensuring that the bank's services and systems comply with the highest standards of customer care and legislation. Regular audits enable the job holder to act as facilitator, motivator and assessor of risk, encouraging

commercial competitiveness and safeguarding the bank's interests. This exciting post offers a unique opportunity to make a real impact on the bank group's overall performance.

Candidates should be graduates with relevant banking experience, or chartered accountants with a successful track record in providing services to major banks or financial institutions. The excellent remuneration package includes a generous mortgage facility and executive car. There are excellent prospects for progression to the most senior levels in the Group.

Please send a full CV including current salary to Alan Gibbons, ref. AG/898.

KPMG Peat Marwick McLintock

Executive Selection and Search 7 Tib Lane, Manchester M2 6DS.

MANAGER FINANCE AND OPERATIONS

City c.£60,000 + car + banking benefits

We are recruiting for the London branch of a progressive and well established European banking group with total branch assets in excess of £3 billion. This international operation is a respected participant in a wide range of treasury and capital markets and has a substantial corporate lending business.

The continued success of the London branch will be highly dependent on the qualities of the management team. The appointment of an experienced and dynamic Manager - Finance and Operations is therefore viewed as a fundamental requirement.

The role will assume responsibility for all financial and management accounting, for financial control and for all settlements functions. A key task will be to work closely with senior management in all operating areas to ensure the provision of a high level of support and advice on future financial

strategy and policy decisions. The evaluation and risk management of new financial instruments will be an important part of this role.

Candidates will be qualified accountants with at least five years' experience of managing finance and operations functions in a banking environment. Knowledge of the regulatory framework, of management information systems and of treasury and capital market products is essential. Candidates must be self-starters, have a disciplined and practical approach, have confidence and first class communication and interpersonal skills. The role represents the opportunity to make a very real personal contribution to the growth and development of the London operation.

Please write in confidence, enclosing full career details, to Anne Routledge, quoting reference 4316/1.

KPMG Peat Marwick McLintock

Executive Selection and Search 70 Fleet Street, London EC4Y 1EU

Finance Director

to £40,000 + car + bonus

M25/Surrey

Our client is a small fast growing PLC with plenty of ambition for further expansion through existing business and by acquisition. The Group operates in the plastics industry primarily as an intermediate manufacturer of materials to demanding technical specifications. The market place is expanding and the Group has successfully increased turnover from under £4m in 1980 to £20m for 1988.

As part of a highly experienced executive team this new key appointment will report to the Chairman. The role will have two major areas of focus: to control the Group finance function and to provide a financial perspective on Group strategy. This will include the production and analysis of group management and financial information, planning, budgeting, forecasting, treasury, systems development and acquisition appraisal.

Aged in your mid 30s to mid 40s you will be a qualified accountant with a practical commercial approach to business. You will have the ability to liaise with business managers in a clear professional manner. Experience of computerised systems is essential and solid exposure to a manufacturing environment is preferred along with knowledge of business in the EEC. Overall, you must be able to make a significant impact on the development of the business.

The position is an excellent career move particularly for candidates seeking their first directorship.

Please reply in confidence giving concise career, personal and salary details to: Michael Fahey, Ref. 165, Arthur Young Corporate Resourcing, 21 Conduit Street, London W1R 9TB.

Arthur Young Corporate Resourcing

MEMBER OF ARTHUR YOUNG INTERNATIONAL

DIVISIONAL CONTROLLER

Northern Home Counties £30-33,000 + car + performance bonus

High Profile role with General Management potential

With seven Financial Directors reporting to you on a functional basis, the need for high technical ability in this new role is paramount. The division, with turnover in excess of £40 million, comprises seven manufacturing companies - one quarter of a successful, expanding, British PLC specialising in a range of high-technology, electronics markets.

As well as advising the Divisional Managing Director on all financial matters, you will act as Controller for the Operating Companies, with responsibility for:

- monitoring and reviewing all plans and budgets
• assistance with and review of all major capital expenditure proposals
• review and preparation of acquisition proposals
• financial and commercial support to the companies as required

A qualified CA, you should have proven, successful experience of running the financial function of a manufacturing company, requiring skilful management of complex issues and a high degree of commercial awareness. The age indicator is 30 - 40.

Please write - in confidence - to Peter Lewis (ref: F115) enclosing career details, or call 01-863 9001 (Ansaphone: 01-427 6073) for an application form.

Line Management Resourcing

2 Gayton Road, Harrow, Middx. HA1 2XU Tel: 01-863 9001

Chief Financial Officer

Private Company

c£35,000 + Car

London

We are acting for a small media services subsidiary of an international private group which is grooming itself for growth. A Chief Financial Officer is sought to take full responsibility for all the company's financial and administrative matters.

This is a Board appointment, reporting to and working closely with the Chief Executive. The initial key task will be to formulate and implement relevant and timely financial and management reporting systems. You will also be responsible for facilities management and for all aspects of personnel.

You will be a qualified accountant, aged 30-38, having gained experience in a senior financial position within a services company. A track record of having driven through change is

essential. You must be decisive and display the interpersonal skills required to motivate and build a team. The remuneration package will include a profit related bonus.

Interested applicants should write enclosing a comprehensive CV and daytime telephone number quoting Ref. 314 to Barry Ollier BA, ACA, Whitehead Rice Ltd, 43 Welbeck Street, London W1M 7PG. Tel: 01-637 8736.

Whitehead Rice

MANAGEMENT SELECTION

Chief Accountant

City

to £40,000+
banking benefits

Our client is a leading international bank with a substantial presence in London. Activities centre around wholesale banking operations including capital markets trading, corporate finance and foreign exchange services.

As Chief Accountant, you will have a demanding role within a changing environment. This is a key position at management level. You will have full direct responsibility for all reporting and compliance matters, control the accounting function and ensure the technical accuracy of all reports. This is a highly autonomous role with excellent scope for further development.

You will be a Chartered Accountant, aged 35 or over with an international banking background, probably gained with a foreign

institution. You must have good tax, foreign exchange and capital markets experience. Personal qualities must include good communication skills, initiative and energy. Sufficient flexibility exists to reward the outstanding candidate.

Please send full personal and career details in confidence to Christopher Evans, quoting reference 5231/TT on both envelope and letter.

**Deloitte
Haskins+Sells**

Management Consultancy Division

P.O. Box 198, Hillgate House, 26 Old Bailey, London EC4M 7PL

APPOINTMENTS ADVERTISING

Appears every
Wednesday
and Thursday

for further information
call 01-873 3000

Deirdre McCarthy
ext 4177

Paul Maraviglia
ext 4676

Elizabeth Rowan
ext 3456

Patrick Williams
ext 3694

Candida Raymond
ext 3351

Patrick Sherriff
ext 4627

Financial Controller

The Challenge of Change

£28,000 + Car + Benefits

South London

Our Client is on the verge of major change. The Company is embarking on a substantial investment programme which will include relocation to modern premises and the implementation of new computer systems. A subsidiary of a major plc, this high precision engineering operation is a leader in its field. It has a current turnover of £12 million and positive plans for growth.

This challenge will demand the commitment of an ambitious Financial Controller to take responsibility for the total accounting and data processing functions.

Working closely with the Managing Director, you will need to be an adaptable and commercial-thinking

professional who is determined to succeed and who will be expected to contribute to all areas of the business. Looking to the future, success offers early promotion to a directorship.

As a qualified Accountant, ACMA or ACCA, a background in manufacturing is essential. Your past experience will have included controlling the introduction of new systems and the management of an accounting team.

If managing change excites you, please send full career and salary details to Jennifer Baker at the address below.

LINK

13/14 Hanover Street, London W1R 9HG. Tel: 01 493 5788.
Link International Search & Selection Ltd.

THE FINANCIAL TIMES

Proposes to
publish the
Recruitment
and Personnel
Services Survey

ON

Thursday
8th of June.

For further
details contact

Patrick
Williams
on
01-873 3351

Young High Flyer for International FMCG Business

DIVISIONAL FINANCE DIRECTOR

Age - Early/Mid 30s

c. £40-45,000 + Up to 50% Bonus + Car

Our client is a key constituent division of a 'market leader' fully international fmcc business, itself a significant part of a major diverse British plc.

A self-motivated, commercially-minded, young high achiever is sought as Finance Director for this division based at its headquarters in Central London. Reporting to the Divisional Chief Executive, and supported by a very small central team, your principal responsibilities will include:

- Formulating and presenting business plans and budgets for the division in conjunction with the Divisional Chief Executive.
- Contributing to the management of the business through the development of sound management information, financial analysis and controls.
- Exercising effective financial control over centrally co-ordinated marketing and administrative expenditure.
- Ad hoc project appraisal and evaluation of business 'deals'.
- Timely provision of relevant consolidated management information particularly with regard to regional sales and profitability.

The role, which will involve periodic travel (mainly to Europe and North America), is seen as developmental, giving highly visible across-the-board exposure to the business. This will act as a career spring board to a more senior financial or commercial appointment within this business sector or the wider Group.

As a team player with a 'shirt-sleeves' approach, you will be a graduate, qualified accountant (most likely ACA) with an agile mind, capable of being innovative, pro-active and an agent of change. You will ideally have previous exposure to international operations, preferably in a 'fmcc' industry. In addition, you will possess a strong but tactful personality capable of building good working relationships with other disciplines and across international boundaries.

You should write, enclosing a recent CV and current salary information, to Harry Chrysochides, Director, at FMS, 14 Cork Street, London W1X 1PE. Tel: 01-491 5431.



FMS

Search and Selection Specialists
for
Financial Management

SCOTTISH HEALTH SERVICE COMMON SERVICES AGENCY

DIRECTOR OF FINANCE

Salary: £32,680

Performance Related Pay Scheme in Operation
Attractive Car Leasing Scheme Available

This is a key appointment in the Common Services Agency which has a wide range of active operational divisions providing essential services within the Scottish Health Service. The 16 divisions include the Scottish National Blood Transfusion Service and the Scottish Ambulance Service.

The Agency has a revenue budget of over £80m and a Capital Allocation of £14m. A new Financial Management Information System is being introduced throughout the Divisions of the Agency using the McCormick and Dodge system; it is planned to have this operational in the Autumn of 1989. Delegation of budgets to appropriate management levels within all divisions will be underway in the incoming financial year.

The Agency is looking for a qualified accountant from the public or private sector with considerable experience at senior level for this important post.

The successful candidate will have management, as well as financial skills, should be enthusiastic and fully committed to providing effective financial management services and advice at a challenging and demanding time in the Health Service.

Informal enquiries may be made to J T Donald, General Manager of the CSA at 031-552 6255.

An application form, job description and further information may be obtained from the Personnel Services Section of the Common Services Agency, Trinity Park House, South Trinity Road, Edinburgh EH5 3SE. (Tel 031-552 6255 Ext 2030) quoting reference number N233.

Closing date for completed applications is 26 April.

Innovation, Technology and Growth

FINANCE MANAGER

£25,000
Car
Benefits

As a pioneering force in the software market, this US company has emerged as an acknowledged world leader. Through proactive marketing on a worldwide basis, the company has proved its ability to deliver high quality products that are at the forefront of technology.

As a result of the expansion, an excellent opportunity has arisen for a highly motivated individual to join the UK Head Office. Reporting to the Financial Controller, responsibilities will include day to day management of a small finance department, involving the production of meaningful management information, and frontline liaison with operational managers.

Candidates for this key role should be young, qualified Accountants with strong financial and management accounting experience.

Please apply directly to Margaret Hendry at Robert Half, Freeport, Mounthatten House, Victoria Street, Windsor, Berks. SL4 1YY. Telephone: 0753 857181, evenings 0753 860673. Fax: 0753 860696.

Financial Recruitment Specialists
London · Birmingham · Windsor · Manchester



Finance Director

c.£30,000+bonus+car
Warwickshire

A Finance Director with a successful background of financial management in the engineering industry is required by this £20 million company to be an effective right hand to the managing director.

The company is profitable, well invested in capital equipment and computers, and is part of a successful and expanding group. Acquisitions are an important element of the business strategy.

The role of the Finance Director will be to increase profits by improving financial management, and identifying product and site rationalisations which will lead to improved productivity. There is a substantial bonus opportunity related to profit performance. This position will appeal greatly to an individual with strong commercial instincts who is good at getting things done.

Applicants should be qualified accountants, have experience in a manufacturing environment using advanced computer systems, and be able to handle a profit improvement programme with confidence.

Age guideline 30-40. Relocation assistance is available where necessary. Please reply in confidence, quoting ref L399 to:

Brian H Mason,
Mason & Nurse Associates,
1 Lancaster Place, Strand,
London WC2E 7EB.
Tel: 01-240 7805

**Mason
& Nurse**
Selection & Search

CAREERS FAIRS

EAST MIDLANDS ★ NORTH WEST

Have you always wanted to talk directly to high profile employers in an unpressurised informal environment and yet without obligation?
Whether considering your next career move or simply keeping in touch with the market place, this is a unique opportunity for all part-qualified and qualified accountants, aged under 35, to do just that.

Apply for your free invitation from your nearest Accountancy Personnel Office.

NO PRESSURE ★ NO OBLIGATION ★ NO FORMS

Admission is FREE with your invitation.

VIDEO PRESENTATIONS ★ BUFFET REFRESHMENTS

EAST MIDLANDS

BRITISH SICE CORPORATION LIMITED BSC

ALLIANCE + LEICESTER
13th April, 5pm-8.30pm

DONINGTON THISTLE HOTEL EAST MIDLANDS AIRPORT
● NOTTINGHAM 0602 484850 ● DERBY 0332 290890 ● LEICESTER 0533 542693

NORTH WEST

5pm to 8.30pm at either

Monday 17th April
Trophy Room
Liverpool FC
Anfield, Liverpool
(Free Parking)

OR

Wednesday 19th April
The Midland Holiday Inn
Crown Plaza
Peter Street, Manchester
(Parking Available)

Alfrincham 061 926 8605 Bolton 0204 27773 Chester 0244 350125 Liverpool 051 236 3530 Manchester 061 834 9733 Preston 0772 555587

INVESTIGATIVE ROLE - OPERATIONAL AUDIT
LUTON £18-24,000 + Car

A major force in the UK retail and leisure industries, Whitbread is continuously trading under Beefeater Restaurants, Pizza Hut and Country Club Hotels. The Operational Audit Department recruits and develops accountants for all parts of the group. By reviewing business operations and management information systems, it advises on opportunities for increasing profitability.

Following recent internal promotions, there are opportunities for recently qualified accountants to join the team. Commitment will be rewarded with a challenging position, possibilities for overseas travel and proven promotion prospects.

Accountancy Personnel
Placing Accountants First

Company Secretary
(Communications Industry)

Herts c.£35,000 plus car
A major independent T.V. production company and facilities house, who produce and distribute for the domestic and overseas markets, now seeks to recruit an experienced Company Secretary.

The successful candidate will be responsible for a wide range of Company Secretarial, finance and administrative functions, including the computerised accounts department and all support services for programme productions.

Applications are invited from qualified accountants, aged around 40 who can demonstrate excellent communication skills and sound technical knowledge preferably gained in a service company environment.

The attractive remuneration package includes an executive car, contributory pension scheme and free restaurant. The offices are located in pleasant rural surroundings and the company enjoys an open style of management.

Interested candidates should send a comprehensive curriculum vitae enclosing details of current remuneration, and a daytime telephone number to:

**HODGSON
IMPEY**

Andrew G Sales (Ref 017)
Director
HODGSON IMPEY
SEARCH & SELECTION LIMITED
50 Pall Mall LONDON SW1Y 6JQ

صحة، الصل

Financial Director

FINANCIAL SERVICES SECTOR
HOME COUNTIES, CIRCA £40,000 + SHARE OPTIONS

An established, expanding and independently managed lease finance subsidiary of a major financial services group now seeks a highly commercial financial manager to complete a recent restructuring of the core management team.

Reporting to the Managing Director and with total responsibility for the finance function you will be expected to reorganise financial, administrative and computer systems and procedures to handle the next phase of the company's development. With a

close involvement in the management of the business, other key facets of the job include planning, budgeting and product costing/profitability.

A qualified accountant with at least 5 years post qualification experience, you must have in-depth knowledge of lease financing or instalment credit and broad based experience covering financial and management accounting, taxation and treasury. Accounted to managing staff you will also have experience of developing and implementing computerised systems.

Please send resumes, including details of present remuneration and giving a daytime telephone number to Torrance Smith, Coopers & Lybrand Executive Resourcing Limited, Shelley House, 3 Noble Street, London EC2V 7DQ, quoting Reference ISS38.

Executive Resourcing
Coopers & Lybrand

APPOINTMENTS

ADVERTISING
Appears every
Wednesday
and **Thursday**
for further information
call 01-875 3000

- Deirdre McCarthy ext 4177
- Paul Maraviglia ext 4676
- Elizabeth Rowan ext 3456
- Patrick Williams ext 3694
- Candida Raymond ext 3351
- Patrick Sherriff ext 4627

Our client is the international leader (to US\$75m) within its specialised sector of the oil and gas construction industry and is part of a diverse international group. Due to recent growth (achieved both internally and by acquisition) it now seeks to recruit for the following positions.

FINANCE AND ADMINISTRATION MANAGER

Emirates Single/Married Status
c.US\$70,000-80,000 package + benefits + car

A skilled accountant is sought to join a small and highly motivated management team to oversee Middle Eastern Operations.

The ideal candidate will be qualified with sound commercial accounting experience, preferably gained within a contracting environment, and be computer literate. Personal qualities must include excellent interpersonal skills to liaise effectively with both the operating regional team and corporate senior management.

The position is one of three senior "controllerships" within the company. It reports directly to the Regional Operational V.P. and functionally to the Group Finance Director. Responsibilities will include statutory and management accounting, worldwide tax issues, project financing as well as personnel and administration matters for the region.

INTERNATIONAL FINANCE MANAGER

Thames Valley c.£27,000 package + car

An exceptional opportunity exists for a young, ambitious and highly motivated accountant to join a modern international H.Q.

The International Finance Manager, working closely with the Group Finance Director, would be responsible for all the financial, cash management, and information matters, including the development and maintenance of effective financial reporting systems throughout the Group. There will be an opportunity for international travel.

Candidates should be computer literate and have sound commercial experience with exposure to the consolidation of international reporting packages for both management and statutory purposes. Personal qualities should include decisiveness, resilience, adaptability and the shirt sleeves attitude needed in a small ambitious group.

Our client will have sight of all applications and candidates should, therefore, indicate any organisations which they do not wish to consider.

If you are interested in either of these positions, please send your c.v. to James Forte, together with day-time and home telephone numbers and present salary package, quoting ref. B4529.

KPMG Peat Marwick McLintock
Executive Selection and Search
70 Fleet Street, London EC4Y 1EU

ADMINISTRATION DIRECTOR

Towards General Management
South Midlands
c.£37,500 + car

This is a rare opportunity for an experienced, qualified accountant to take a positive step towards managing the autonomous UK operations of a major multi-national European corporation. With sales increasing rapidly from its current £25m annually, the company is committed to dramatic growth and expansion from its distribution and manufacturing activities supplying both consumer and industrial markets.

Reporting to the Chairman, the job initially includes responsibility for Finance, Data Processing, Systems, Personnel, Warehousing and Site Services.

If you have the ambition and drive, and you see yourself leading a vigorous successful management team, then you must be a qualified accountant with at least 10 years broadly based financial management experience ideally gained in companies with multi-national operations. Computer literacy is also essential, as are all the relevant personal qualities necessary to instil direction, motivation and above all a commitment to success.

The salary package will not be an obstacle to recruiting only the very best candidate available, and along with an attractive range of benefits, assistance with relocation costs will be provided where appropriate.

Please write or telephone for an application form or send a detailed CV to: Philip Guy, Ref: PBM/3197/PG, PA, Consulting Group, 6 Highfield Road, Edgbaston, Birmingham B15 3DJ. Tel: 021-454 5791.

PA Consulting Group

Creating Business Advantage

Business Recruitment - Human Resources Consultancy - Advising and Communications

GROUP TREASURY ACCOUNTANT

West London

Beecham Group plc is a leading pharmaceutical and consumer products company with a turnover of £2.5bn, profits of over £400m and operations in over 30 countries worldwide.

An exciting opportunity now exists for a qualified accountant to play a major role in the continuing development of the sophisticated and expanding Group Treasury Department. Reporting to the Director of Treasury you will be responsible for a wide range of accounting, budgeting, reporting and management activities, including specialist group finance companies in the U.K. and overseas.

You need to be a self-starter with good planning skills, who can demonstrate relevant experience including the preparation of management and statutory accounts, ideally gained within a banking or sizeable corporate treasury environment. Thriving in a team atmosphere you will be expected to set high standards and 'add value' to this position.

The competitive salary package is dependent on experience and qualifications. Performance will be rewarded and there are excellent career prospects.

Please write enclosing a comprehensive c.v., stating current salary and daytime telephone number to: Ms T McKay, Group Personnel Manager, Beecham Group plc, Beecham House, Great West Road, Brentford, Middlesex TW8 9SD.

Beecham Group

Beecham

'Improving the value of higher education'

Financial Accountant

up to £25,689 pa inc.

PNL is one of London's leading polytechnics, a centre of academic excellence open to the whole community and attracting students from all parts of the world.

Education is changing. PNL is growing and our academic and research activities are broadening on all fronts. The challenges and opportunities in financial management to contribute to the value of education have never been as great - or as crucial to its development here at PNL.

This, therefore, is an opportunity at the right time for an innovative, commercially aware, computer literate, qualified accountant (ACA, ACCA, ICMA) preferably with 2 or 3 years post-qualification experience. A person capable of taking the lead in developing and managing systems to monitor and control day to day accounting operations and of providing accurate financial information and high quality advice to senior management. An ability to communicate this clearly and effectively to both academic and non-academic colleagues is essential.

Closing date: 21st April 1989. Ref: B1277/F. Application forms and further details can be obtained from the Personnel Office, The Polytechnic of North London, Holloway Road, London N7 8DB. Tel: 01-609 9513 (24 hour answering service).

We are an Equal Opportunities Employer and seek to recruit from the whole community.

P-N-L
THE POLYTECHNIC OF NORTH LONDON

MANAGEMENT ACCOUNTANT

E.C. LONDON
£18K - £22K

Our client is privileged to have been involved in some of the most innovative publications of recent years. They have carved out for themselves an enviable reputation as one of the most respected publishers in their field. Annual turnover is approaching £6m.

They are now poised for further expansion but recognise the need for improvement in information. They therefore wish to recruit a skilled Management Accountant to be responsible to the Company Secretary for all accounting and financial aspects of the business.

You will be a Qualified Accountant with several years experience in industry, ideally including some in publishing. Age is not a critical factor, provided you have drive, initiative, self-motivation and can communicate effectively. Good working knowledge of computer-based systems is essential.

An attractive remuneration package is offered and there are excellent prospects for someone who can demonstrate commercial flair and the ability to get things done as an individual and as part of a team.

Please send concise details, including current salary and daytime telephone number, quoting reference TB/CB, to Box A1195, Financial Times, One Southwark Bridge, London SE1 9HL.

Finance Director

(Antiques business)

Hereford c £30,000 plus car

Our client has established its position in the small group of internationally known suppliers of highest quality and value antiques, in less than 20 years. The Company is expanding and planning a number of joint ventures and acquisitions over the next two to three years, and has now identified the need for a qualified Accountant to take over financial management and planning, and participate actively in the management of the business.

Candidates must have experience in the financial control of a profit centre with a turnover of about £6m, financial computerisation and small-scale treasury operations including FX. There would be some advantages in a knowledge of the financial aspects of property management, personal and corporate taxation and U.S. reporting standards. Candidates must be able to demonstrate that they have the personal presentation to form business relations with private clients of a very high net worth and social standing. Age range is 25 to 40 years.

Please forward a full Curriculum Vitae, with salary details and daytime telephone number to:

HODGSON IMPEY

Terry Fuller (Ref 020)
Director
HODGSON IMPEY
SEARCH & SELECTION LIMITED
50 Pall Mall London SW1Y 5JQ

ACCOUNTANT

A key role in a small, dynamic organisation

£22,000-£25,000 + Car + Benefits

SURREY

We are a fast expanding company with a turnover in excess of £7m. Self Serve Hygiene sell hygiene products throughout the UK.

We now have an excellent career opening for a fully qualified accountant to be responsible for all aspects of financial and management accounting.

Success in this role depends on high technical competency, good interpersonal and communication skills and the ability to gain the respect of Senior Management. You will also need

perceptive, analytical skills and the ability to identify and raise key issues to avoid problems.

ACA or ACCA qualified, you should have had broad experience of accounting. Knowledge of spreadsheet systems would be an advantage.

If you are interested please write to or telephone our Human Resources Consultant, Audrey White, Self Serve Hygiene Limited, Central Avenue, East Molesey, Surrey KT8 0HH. Telephone: 01-941 3033.

self serve

DEPUTY HEAD - TAX

City from £35,000+car+benefits

Our client is one of the leading UK financial institutions whose activities span retail and merchant banking, unit trust management, specialist mortgage lending and a range of commercial and overseas activities. The central tax department services the whole Group.

The Deputy Head will report to the Head of Group Taxation and will supervise a small team of qualified staff. The person appointed will have involvement in all aspects of the Group's tax affairs, managing the day to day compliance issues of the Group; and, on the planning side, there will be the provision of advice on acquisitions and disposals; liaison with subsidiary company management

and with professional advisers; and input into strategic tax policies in the UK and overseas.

A broad range of compliance, planning and international experience is required. Candidates should either be graduate chartered accountants who have moved into tax with a major accountancy firm and are now seeking their first commercial appointment; or they may already be in a tax management role in a major group. Candidates straight from the Revenue will also be considered. The remuneration package, which is negotiable, will include a company car and a package of finance sector benefits.

Please write in confidence with career details, quoting ref 4715 to John Hills.

KPMG Peat Marwick McLintock

Executive Selection and Search
70 Fleet Street, London EC4Y 1EU

A key role in an atmosphere of change CITY TREASURER

Up to £37,500

Financial Management in Local Government has probably never been such a key issue as in today's climate of change. Central Government influence, the introduction of competitive tendering for works and services and implementation of the new Community Charge legislation are just a few examples.

The priorities will be to provide financial and economic advice to the Council, make a full contribution to the corporate management of the Authority and manage a large financial department of over 300 staff. Bristol itself, also provides its own unique challenges, being the largest non-metropolitan borough (employing in excess of 5,700 staff) and encompassing an unusually wide range of activities including responsibility for the Port of Bristol Authority.

Clearly, the person we are looking for will be a professionally qualified accountant and will already have financial management experience at the highest level, involving large capital expenditure and revenue budgets (probably in excess of £300m p.a.). He or she will be capable of managing a large department, injecting new ideas and developing new systems to meet changing requirements. As a key member of the City Council's management structure the ability to contribute to its future direction is essential.

For further details and an application form telephone (0272) 222710 or write to the Recruitment and Administration Officer, The Council House, College Green, Bristol, BS1 5TR, quoting job reference number CT001/FT.

Applications must be returned by 20th April.

The reward package includes:

- ~ Assisted car purchase scheme for designated car users
- ~ 30 days paid holiday + 8 Bank Holidays per year
- ~ Relocation scheme up to £4,500
- ~ Attractive Pension Scheme
- ~ Subsidised restaurant
- ~ Excellent maternity provision and return to work training schemes
- ~ An option for Job Share working
- ~ Progressive training opportunities

BRISTOL CITY COUNCIL
AN EQUAL OPPORTUNITY EMPLOYER

Transfer Pricing Specialist

£40,000 + Car

Price Waterhouse has established an international network of transfer pricing specialists in key countries. The success of our London transfer pricing unit has stimulated the need for an additional senior tax consultant to join this specialist team.

You should have:

- a professional qualification, or Revenue equivalent

- large client corporate tax experience
- a keen interest in conducting negotiations and controlling large international projects
- a high level of commercial awareness

- an ability to develop analytical and problem solving skills.

You will have regular meetings with clients at the highest levels.

Extensive world-wide travel will be involved.

If you would like to find out more about careers in this expanding unit please write to Terry Symons, enclosing a brief CV.

Terry Symons
Price Waterhouse
Southwark Towers
32 London Bridge Street
London SE1 9SY.

Price Waterhouse

OFFICES IN LONDON · ABERDEEN · BIRMINGHAM · BRISTOL · CARDIFF · EDINBURGH · GLASGOW · LEEDS · LIVERPOOL · MANCHESTER · NEWCASTLE · NOTTINGHAM · READING · ST ALBANS · SOUTHAMPTON · WIMBOR · ASSOCIATED FIRMS IN IRELAND AND THE CHANNEL ISLANDS

Financial Controller

CONSUMER MAGAZINES

London

Punch Publications Limited is part of United Consumer Magazines, a division of United Newspapers plc. The company publishes twelve leading magazine titles including Punch itself and the recently launched joint venture Auto Express.

A new, more aggressive, business programme has created a position for a Financial Controller. Reporting to the Managing Director you will be responsible for effective provision of the complete range of accounting functions, including the preparation of monthly management and financial accounts, assistance with forecasts and annual budgets and the further development of computerised information systems. You will have an Accounts Department of twelve, based at Milton Keynes, to help you. Probably aged 25-35, with at least two



years post-qualification commercial experience and sound management skills, you will need a sympathetic understanding of the publishers' own special business requirements and the flair to see practical solutions quickly. Publishing industry experience would be a distinct advantage.

Initially based in Hampstead Road, NW1 you will be moving to United Newspapers' prestigious new office development in Blackfriars Road in July. The position carries an excellent remuneration package.

Please write enclosing a full c.v. to Julian Chandler, Personnel Manager, Punch Publications Ltd, Greater London House, Hampstead Road, London NW1 7QZ. Tel: 01-387 6611. If you would prefer an informal discussion you can contact him at home in the evenings on 01-658 0926.

PUNCH
PUBLICATIONS LIMITED

FINANCE AND OPERATIONS MANAGER

Japanese Securities House

London £45-50,000 + excellent benefits package

Our client is a 100% securities subsidiary of one of the leading Japanese Banks. The London operation, recently recapitalised and with a 1988 t/o of £30 million, is amongst the key centres of the organisation's international network.

A chartered accountant with three to five years' operational experience, you must be well versed in back office routines, with good motivational and team building skills. One of the initial tasks will be to implement a new computerised securities system. The appointee will be internationally orientated, open to ideas, discussion, constructive criticism and, needless to say, be reliable and trustworthy.

Responsibilities will include:

- Updating and controlling back office strategy
- Management reporting and financial accounting
- Reviewing product profitability and monitoring thereof
- Ensuring compliance with the regulatory framework.

If you are interested in this senior appointment please write, enclosing full CV, including remuneration, day and telephone numbers, quoting ref D4111, to James Forte.

KPMG Peat Marwick McLintock

Executive Selection and Search
70 Fleet Street, London EC4Y 1EU

Group Finance Director

SURREY

PACKAGE c£50,000 + CAR

This is a new role and a key appointment in the continued development of a highly entrepreneurial, market-led services group. Our client has established itself successfully in a niche market and turnover for 1989 will be around £10m. Poised for further expansion and diversification, their longer term plans also include flotation.

As Group Finance Director, reporting to the Managing Director, you will assume total responsibility for the full finance and MIS functions and will additionally manage the warehousing and distribution operation. You will be expected to actively participate in the strategic development of the Group.

which in the longer term could provide an opportunity to move towards general management.

This unusually demanding appointment calls for an entrepreneurial, qualified accountant who can support and contribute to fast moving initiatives on the one hand yet provide essential controls and information of operating level on the other. Probably in your late twenties or early thirties, you should possess broad based financial skills and previous experience of senior line financial management, although this may well be your first Finance Director post. The ability to work closely with a young, exceptionally committed management team is essential.

Write in confidence, with CV, including daytime telephone number and current remuneration details to Ann Shepherd, Ref: ASS42, Coopers & Lybrand Executive Resourcing Limited, Shafley House, 3 Noble Street, London EC2N 7DB.

Executive Resourcing
Coopers & Lybrand

'Hands-On' Role in a Commercial Environment FINANCE MANAGER

London Docklands

c. £25,000 + Car

Our client, an autonomous business unit in the service industry and part of a major multinational group, is seeking an experienced commercially minded qualified accountant to head up its finance function.

Reporting to the Executive Director and supervising a small team of staff, this high profile role will involve extensive liaison with operational management.

- Responsibilities will include:
- Financial/Statutory Accounting
 - Management reporting and ad hoc analysis
 - Budgeting and forecasting
 - Systems development
 - Company secretarial matters

The breadth and responsibilities of this role requires that candidates should be confident self starters, technically capable and have excellent interpersonal skills. Candidates with the requisite level of experience are unlikely to be aged under 30.

In the longer term prospects exist to move within the group either in a financial or general management role.

Interested individuals should write, enclosing a current CV together with salary details, to Shirley Knight BA, ACMA, MBA at FMS, 14 Cork Street, London W1X 1PF (Tel: 01-491 5431).

FMS

Search and Selection Specialists
for
Financial Management

FINANCIAL DIRECTOR

Milton Keynes

c£28,000+Car+Benefits

Anson Plastics is a recently-acquired division of McKechnie Plastics Ltd., part of the growing McKechnie Group of Companies manufacturing Extruded Plastics.

The Division principally supplies the automotive industry in the UK and abroad. With a current turnover of £10m per annum Anson has grown at a rate which is in excess of 15% per annum in real terms over the last five years.

In order to exploit further growth potential we now seek to strengthen our new management team by the appointment of a high calibre Financial Director.

A good "team player", you will quickly establish efficient target-setting, budgeting and financial planning systems. Inheriting a small hard-working accounting unit you will

need to possess good man-management and communication skills.

You should have a record of success in financial management, sound judgement and business acumen, together with the capacity, flair and initiative to contribute effectively to the general management of the business.

Experience gained in a batch production environment is advantageous as is a "hands-on" approach to computer systems.

The remuneration package includes good basic salary, performance related bonus, company car, pension scheme, private health insurance and relocation assistance where necessary.



Anson Plastics

Please send c.v. details, in the strictest of confidence to:
Mr. D. Lenham, McKechnie plc, Leighwood Road, Aldridge, Walsall, West Midlands W59 8DS.

مناصب لائسنس

FINANCIAL CONTROLLER

Leisure Sector

Strasbourg to £40,000 + benefits

Our client is one of the newest but fastest expanding companies in the leisure industry. Present and future interests in the UK include discotheques, bars, bowling centres and caravan parks and plans include considerable expansion in mainland Europe. Following recent acquisitions, it now has interests in several discotheques and restaurants in France and is seeking a Financial Controller to oversee all accounting and financial management for these operations.

The person appointed will be based in Strasbourg and will direct all financial, management and statutory accounting, implement computerised systems, enhance the provision of management information

and review acquisition opportunities. This is a broadly based role requiring a willingness to become involved in all day-to-day accounting matters, whilst advising Directors and contributing to financial strategy.

Candidates should be graduate chartered accountants, fluent in French and familiar with French accounting requirements and procedures. This is an exciting opportunity to join a company whose executives have a proven track record in the sector, sound financial backing and an innovative and entrepreneurial approach.

Please write in confidence, enclosing full career details, to James Forte, quoting reference W4324.

KPMG Peat Marwick McLintock
Executive Selection and Search
70 Fleet Street, London EC4Y 1EU

FINANCE DIRECTOR

To help a profitable manufacturing operation capitalise on its success

Package up to £40,000 + car, or even more

Essex

Arguably it is more difficult to improve on success than to initiate recovery: the appointed candidate will be starting from a thoroughly successful base, so the challenge is self evident. You will have that restless drive that persuades you that next year's performance can and should always be even better - and you won't even understand the concept of resting on your laurels. Our client, turning over around £40 million and part of a major building components group, has an enviable profit record in a particularly competitive market sector. The products, a complex mix of basic and assembled components, involve several distinct manufacturing techniques, so we need you to be sharp enough and young enough (probably early to mid thirties) to enjoy keeping several balls in the air. As a key member of an established and highly professional management team, you will need to demonstrate a total mastery of all aspects of manufacturing costing and control systems, the ability to analyse and interpret results in a practical, profit-conscious way, and complete computer literacy (the installation is part of your responsibility). Ideally CIMA qualified, you will certainly have a CIMA approach. You will respond to the incentive element of the remuneration package, will be excited by the group's career prospects, and will be good enough to take advantage of both. Please send full career details, quoting reference WE 9075, to Terry Ward, Ward Executive Limited, Academy House, 26-28 Sackville Street, London W1X 2QL Tel: 01-439 4581.

WARD EXECUTIVE

LIMITED

Executive Search & Selection

FINANCE DIRECTOR

Cambs £40k + substantial bonus + car + benefits

USM quoted, our client is an established leading-edge micro-computer technology company with a reputation for pioneering sophisticated systems and a market leader in its field.

The role of Finance Director offers the opportunity to contribute to and influence the future direction of the Company as part of a strong and professional management team.

You will have responsibility for a department of thirty, handling all financial, budgeting and company secretarial matters affecting company performance. A key area includes managing and developing in-house systems and driving the company's office automation programme.

Broad business skills are of key importance and emphasis is placed upon commercial input to directing and controlling the business which will require

considerable strength of character and excellent skills in managing staff.

A qualified accountant with at least eight years post qualification experience within industry, some of it gained at a senior level preferably in a UK plc, your experience must be supported by the ability to establish and meet objectives and liaise effectively across other divisions. The appointment carries an excellent salary and benefits package.

Interested applicants should write enclosing a comprehensive CV to Susan Haworth, Manager, quoting ref. 108311.

MANAGEMENT PERSONNEL
Sheraton House, Castle Park, Cambridge CB3 0AX
☎ 0223 462244

Management Personnel
RECRUITMENT SOLUTIONS
LONDON • GUILDFORD • ST. ALBANS • WINDSOR
NEWBURY • BRISTOL • CAMBRIDGE

FINANCE DIRECTOR c£30,000

EAST SUSSEX

+CAR+BENEFITS

Already a market leader in their field, my client requires an individual of sufficient calibre to join the senior management team, and play a leading role in their business development.

As a qualified accountant, your technical and commercial skills will have been demonstrated through your career to date. Equally important are your management, inter-personal and business development abilities. Enthusiasm and the will to become involved in all aspects of the business is essential. Experience in a manufacturing environment and of the implementation of computerised systems would be helpful, as would a determined and confident manner in liaison with sales and production management.

This is a first rate opportunity to join a dynamic business with unlimited potential. A solid record of organic growth is to be consolidated through acquisition, and obviously the Finance Director will play a key part in this.

Rewards are commensurate with the importance of this appointment. In return for an exciting long term opportunity, a salary of c£30,000 is available plus a car, and a range of attractive benefits.

If you are interested, please write with full C.V., stating your current salary to:

**Gabriel
Duffy
Consultancy**

Philip Wickham
Gabriel Duffy Consultancy
130a Western Road
Brighton
East Sussex BN1 2LA
Telephone: (0273) 29822 (daytime)
(0273) 722392 (evenings/weekends)

Financial Controller - Special Assignments

North America

Boston Based

Neg. Salary

Williams Holdings PLC, with a turnover approaching £1.2 billion, has achieved exceptional growth organically and by acquisition through manufacturing units having leadership in their markets in the UK, Europe and North America. The Company now wishes to strengthen its post acquisition team in North America.

This is a senior, commercially orientated appointment demanding extensive travelling and periods away from base. A two year term in the special assignments team in North America, taking responsibility for the future direction and integration of acquired companies, is likely to be followed by a senior management appointment in the US or UK.

The successful applicant will be a qualified accountant, aged 30-40 with senior line management experience in the manufacturing sector and a background which includes acquisitions, company doctoring and computer based management information systems. Ideally applicants should have worked in the US or for a US company. This appointment commands an exceptional starting salary with supporting benefits.

Please write in confidence quoting reference 9617/2 and submitting a curriculum vitae including salary details to:

Peter Childs
Director
Pannell Kerr Forster Associates
New Garden House
78 Hatton Garden
LONDON EC1N 8JA

**Pannell Kerr
Forster
Associates**
MANAGEMENT CONSULTANTS

Group Financial Director

North East
up to £35,000

Our client is a manufacturing and service sub-group of a North East based plc with operations throughout the world.

The plans for the group include expanding its operations and improving existing profitability. The existing Financial Director is moving into a holding company role and we therefore need to appoint a successor to play a key role in the future business development. The company operates as an

autonomous unit, but is required to provide accurate, relevant and timely information to the holding company.

The successful applicant will be required to assist the Managing Director to improve company performance through enhanced information and control systems and staff development.

Candidates should be qualified accountants aged between 30 and 45. A sound commercial approach to business issues will be an essential

attribute and knowledge of IBM mini-computer systems is highly desirable.

In addition to the substantial salary above an executive benefits package is offered for this challenging position.

Candidates should write enclosing a current CV to:
Charles Keeling
Executive Selection Division
Price Waterhouse
89 Sandyford Road
Newcastle-Upon-Tyne NE99 1PL

Price Waterhouse

Assistant to Chief Accountant

Make your mark with a world leader

Luton based

Executive Remuneration Package

In the fast-moving, highly competitive civil aviation industry, Britannia Airways Limited, part of the International Thomson Organisation, has maintained a very impressive record of growth. We are now the world's largest charter operator and the UK's second largest airline, with turnover approaching £500 million.

The Finance Division plays a key role in maintaining a focus on operating a cost-competitive business so essential to our continued success and growth. In order to maintain quality in this area we are now looking to appoint an Assistant to the Chief Accountant.

Joining a strong finance management team and reporting directly to the Chief Accountant, you will enjoy a diverse range of challenging responsibilities. You will be responsible for the day-to-day management of a small accounts team, revenue analysis and the maintenance of efficient control and reporting systems.

Currently we are reviewing our computerised accounting systems. Your input will be essential in the final selection and implementation of any new or upgraded system. And, as your

understanding of our business procedures and systems grow, you will develop your role to take in a wide variety of ad-hoc projects.

Our need is for a qualified Accountant - either Chartered, Certified or Cost and Management - aged 25-35, with at least one year's post-qualification experience. With excellent working credentials and an innovative and enquiring approach, you possess first-class all-level interpersonal and communication skills together with previous people management experience. Computer literate, you are fully aware of the role of computerised systems in accounting.

This is a high profile career building opportunity, demanding a special blend of technical skills and personal characteristics. For the right person the rewards are excellent, a highly competitive salary enhanced by a worthwhile range of large-company benefits, including relocation assistance.

In the first instance please send a comprehensive CV including current salary to Mrs C. Hades, Personnel Officer, Britannia Airways Limited, Luton International Airport, Luton, Beds. LU2 9ND.

Britannia

Senior Financial Executive

North of England

Salary Indicator £50,000 + car + executive benefits

"... a high profile general management role with significant Treasury content"

This rare career opportunity has arisen with a major "blue chip" organisation operating within the service sector. It is presently undergoing a period of rapid investment and diversification which presents a highly stimulating environment in which to secure career progression.

As a full member of the Executive management team you will contribute to the overall management of this vibrant and progressive business. Your responsibilities will include financial accounting and financial planning, a major Treasury function and the evaluation and monitoring of future investment projects and new product development.

Probably aged 35 plus and a qualified CA, you will be educated to degree level. Already at the top of your profession, your career in finance will have been directed towards obtaining a substantial general management role; in addition, you will have the ability and the vision to lead the function through this next critical stage of expansion and development.

Salary for discussion as indicated though this need not be a limiting factor; the executive benefits package includes a non-contributory pension scheme and assistance with removal expenses, where appropriate.

Please write - in confidence - with full details. Chris Brooks, Ref 62166.

MSL International

MSL International (UK) Limited,
Sovereign House, 12-18 Queen Street,
Manchester, M2 5HS.
Offices in Europe, the Americas, Australasia and Asia Pacific.

THE SKIPPER GROUP LTD

Head of Management Services Manchester c£30,000 + Car

The Skipper Group is one of the UK's leading motor vehicle distribution groups operating from over 20 locations encompassing franchises including Ford; Vauxhall/Opel; Audi/Volkswagen; Toyota; Mazda; Citroen; Bedford; Iveco Ford; Renault Dodge; Seddon Atkinson and Leyland DAF. Recent and further strategic acquisitions augmented by organic growth has created the need to strengthen financial and operating controls across the Group.

Head of Management Services is a key appointment and you will be a member of the senior management team, with wide ranging responsibilities, including control of a small operational audit team, recruitment and training of accountants for future developments, projects and acquisitions.

Management Services is a high profile function that reports directly to the Group Financial Director and will require continual liaison with operating

personnel and general management. Whilst based at the Group's headquarters in Manchester, there will be considerable travel in the UK and some mid-week overnight stays from home.

Candidates, aged 30-40 should be qualified accountants with intuitive commercial acumen, who can demonstrate a strong track record to date, with the ambition and determination required to succeed in a competitive environment.

Remuneration will not be a limiting factor and will include an excellent basic salary, profit share and company car. Opportunities for advancement within the group will be limited only by your own capabilities.

For further details please write quoting ref 3100 to Iain Blair ACMA at Michael Page Finance, Executive Division, Clarendon House, 81 Mosley Street, Manchester, M2 3LQ, or telephone 061-228 0396.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Group Finance Director

Middlesex £35-40,000 + Car + Benefits

Our client is a £15 million turnover group operating in the international hotel market and specialising in the production, sale and maintenance of a range of high tech service products.

With further interests in computer services, beverage programmes and property, the group is now seeking a Group Finance Director to take responsibility for the co-ordination and development of group activities in these highly competitive fields.

This key appointment is crucial to the long term strategy of the group and will provide exposure to a wide range of business issues. Reporting to the Managing Director, he/she will be responsible for the on-going development of sophisticated management information systems, group reporting and the financial control of this diverse organisation.

With activities in the UK, Europe, USA and

Canada the role will require occasional travel, but more importantly, the ability to control a multi-location operation through the effective management of people and information.

This post should be attractive to qualified accountants with several years' experience in a multi-site environment preferably within an international organisation and who can demonstrate a record of true commercial success.

The excellent remuneration package will include a competitive basic salary, car and contributory pension. Assistance with relocation expenses will be offered if appropriate.

If you believe you have the qualifications and ability to meet this challenging opportunity please submit your CV in application to: Paul Boardman ACMA, Executive Division, Michael Page Finance, Windsor Bridge House, 1 Brocas Street, Eton, Berkshire SL4 6BW.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

KEY FINANCIAL APPOINTMENTS

1) INVESTMENT MANAGER 2) FINANCIAL CONTROLLER c£25,000 + CAR + BENEFITS - S YORKS/NOTTS AREA

A major British Construction and Mining Group already successful in very strong market areas is currently expanding through business growth and acquisition.

To meet the group's growth plans an Investment Manager and a Financial Controller are required.

The first position will be involved directly with the identification of good investment opportunities, carrying out investigative work and bringing acquisitions to successful conclusions.

The second appointment will carry an equal level of responsibility but will be mainly involved in setting up, planning and running all financial aspects of newly acquired companies.

Applicants for both appointments will be qualified accountants probably aged 35-40, though not fixed, and must be capable of establishing and running computerised accounts systems. Strong communication skills and the determination to succeed are essential. Previous investigative experience and sound analytical judgment are particularly important for the first appointment.

Excellent benefits packages include salaries of £25,000, company car, non contributory pension scheme, BUPA and relocation expenses where appropriate.

Please write with full CV to Bob Pont, PER, Fitzwilliam House, 2/4 Fitzwilliam Gate, Sheffield, S1 4JL.

PER RECRUITMENT CONSULTANCY

Senior Auditor

Bahrain c. £25,000 (tax free) + generous benefits

The Bahrain Petroleum Company employs some 3,000 people and encompasses not only the mainstream operations of refining and exporting but also associated housing, social, medical, educational and recreational support facilities.

Reporting to and in consultation with the Internal Audit Manager, you will ensure that Company-wide internal control procedures are adequate as well as participate in special investigations and projects as assigned. This is a wide ranging and all encompassing role demanding high standards in auditing, reporting and subsequent recommendations.

Probably a graduate, you will hold a recognised accounting qualification and have 5 years' post-qualification experience of which 2 should be in an internal audit role using modern techniques.

Living conditions in Bahrain are congenial and the facilities, whether social, recreational or educational, are excellent.

In addition to the attractive earnings package there is a range of generous benefits including free accommodation, paid home leave and assistance with school fees.

Please write in confidence - with full details to John Strang, quoting ref. FT.1287/2.

LLL
MSL International
L L L

MSL International (UK) Ltd.
32 Aybrook Street, London W1M 5JL.
Offices in Europe, the Americas, Australia and Asia Pacific.



QUALIFIED ACCOUNTANTS

Petrofina (UK) Limited, the fully integrated UK subsidiary of one of Europe's largest oil and gas companies, is currently seeking to enhance and develop its upstream Exploration accounting function.

FINANCIAL ACCOUNTANT

The successful candidate will have full responsibility for statutory and group accounting requirements, ledger control, control and analysis and recharging of in-house expenditure to exploration and production projects and control of time-writing system. Responsible for two staff.
Ref. No. PS/89/31.

MANAGEMENT ACCOUNTANT

Responsible for collection, analysis and management reporting of exploration and production project expenditure: sales, production and stock accounting, preparation of sales and expenditure forecasts in liaison with technical staff and liaison with Tax Department on tax matters appertaining to sales and expenditure. Responsible for three staff.
Ref. No. PS/89/13.

Both positions demand high calibre, recently qualified (CIMA/CACA/ACA) accountants seeking a positive move to further their career progression. Experience within the oil and gas industry would be advantageous. Experience of mainframe ledger and reporting systems and advanced Lotus 1-2-3 skills are essential to fulfil these demanding but rewarding roles.

We offer a generous salary package, including relocation allowance where applicable, a company car, private medical insurance, contributory pension scheme and other benefits associated with a major company.

Please write with full C.V., quoting the relevant reference number to:

Alistair Hempstead, Personnel Department, Petrofina (UK) Limited, Petrofina House, 1 Ashley Avenue, Epsom, Surrey KT18 5AD.

Petrofina is an equal opportunity employer.

Group Finance Director

Canterbury, Kent

c.£40,000 + Bonus and Car

Our client is a successful and rapidly expanding specialist building materials supplier, backed by a group of development capital institutions, for the UK's leading construction companies.

With a current turnover in excess of \$7 million, additional acquisitions being considered, and a flotation being planned, the Group has created a new position of Group Finance Director. The Finance Director will be a key member of the senior management team, and report directly to the Chief Executive.

The successful candidate must be a qualified accountant, and will have prime responsibility for all financial affairs of the group including strategy, accurate and complete accounting records, management and statutory reporting, systems and procedures, and regular direct liaison with financial institutions. Since the major growth of the Group is expected to be through acquisitions, it will be a prime responsibility to assist the Chief Executive in this area.

Ideally aged 30-40, the remuneration will include a performance related bonus and an executive car.

If you believe you have the interest and the qualifications to meet this exciting appointment, please send your CV and a covering letter (including daytime telephone number), quoting ref. FT 116, to: J. David Preston.

ROBSON RHODES

Chartered Accountants

Management Consultancy Division,
186 City Road, London, EC1V 2NL.

Churchill College Cambridge

MANAGEMENT STUDIES FELLOWSHIP

Churchill College invites applications for the R W Wright Fellowship in Management Studies from 1 October 1989. The Fellow may be engaged in any area of Management Studies but expertise in Accounting, Finance, Management Economics or Marketing will be an advantage. He or she will be responsible for supervising the R W Wright Studentship scheme. This scheme brings one postgraduate per year to Churchill for intensive tutoring in Management Studies. The Fellow will also be the College's Director of Studies in Management Studies. In addition it is hoped that he or she will play a full part in the planned development of Management Studies in the University and work with the Management Studies Group in the Department of Engineering.

The stipend for the Fellowship will be £8000 per year, in addition if the person appointed does not hold a teaching post in the University of Cambridge then the College will pay a supplementary stipend within the range of £10450 to £14500 depending on age and seniority. The appointment will be for three years renewable for a further two years with the prospect of further appointments after that time. Further information may be obtained from the Senior Tutor, Churchill College, Cambridge, CB3 0DS to whom applications, including a Curriculum Vitae and the names and addresses of two referees should be sent by 29 April 1989.

FINANCIAL DIRECTOR

c. £35,000

A highly successful, 'build & design' company is creating very rapid growth, on its current, healthy eight-figure turnover. Thus, a need arises to appoint a Financial Director.

Reporting to the Chief Executive of this company, which is scheduled for flotation in the not too distant future, you will be fully accountable for all the organisation's financial and treasury affairs, supported by a small team that is already in situ. In addition to enhancing existing computerised systems and controls, you will contribute very significantly to profitability, policy reviews and group expansion & development.

Aged around 30/35 (m/f), you will be a fully qualified accountant and preferably possess a degree. Post-qualification experience will essentially have been gained within the construction industry or in allied sectors, e.g., building contracting, store fitting, etc. You will also be accustomed to line management and operating at boardroom levels and enjoy an entrepreneurial environment.

The position is now located in Central London but will shortly be moved to new premises close to Clapham Junction. In addition to the commencing salary stated, there will be a quality car and a full range of executive benefits, including a pension.

Please write fully, in strictest confidence, stating any organisation to which you would not wish your details to be sent. All letters will be acknowledged and then passed to the client for attention. Applicants must write to - Security Unit (Ref: 9004).

John Granville Associates

PERSONNEL MANAGEMENT & RESOURCING ADVISERS
10 Harroldy Court, Harroldy Street,
London W1H 5EA.

01-723 2484 Telex 299067 SLAV G (PAC) JGA

"The Only Firm to Select"



EXETER TRUST LIMITED

Assistant to Finance Director

Exeter Trust Limited, a West Country based Commercial Mortgage Bank, is seeking a qualified accountant for the position of Assistant to the Finance Director. The successful candidate, who will be based in Exeter, will be expected to supervise the company's accounting routines and accept responsibility for company secretarial administration and compliance matters.

Applications are invited from candidates who are between 30 to 55 years of age and who can demonstrate suitable post-qualification experience. Knowledge of computerised accounts is essential, and previous experience in banking would be an advantage. Salary will be approximately £25,000 per annum, depending on age and experience, plus other benefits including pension, company car, mortgage subsidy, etc.

Applications and CV's which will be treated in the strictest confidence, should be addressed to

The Finance Director, Exeter Trust Limited,
Exeter Trust House, Blackboy Road, Exeter, Devon EX4 6SE

BUSINESS CONTROLLER

To £27,000

+ Car

+ Pension

This major conglomerate has a widespread international base with a diverse range of interests in the sales and service sectors. Coupled with a creative and proactive corporate culture, the organisation continues to produce sustained and substantial growth.

Reporting to the Director of Financial Planning, the successful candidate will be responsible for business performance appraisal of retail outlets, developing business strategy and acquisition appraisal. In order to carry out these duties, there will be extensive involvement with senior operational management.

The successful candidate will be a Chartered Accountant (under 27) with a good academic background. More important, however, is a proactive approach together with proven negotiating and commercial skills. The role is likely to be of most interest to candidates seeking to maximise longer term career opportunities offered by the organisation.

Please apply directly to Mark Ehrlich at Robert Half, Freeport, Waller House, Bedford Street, 418 The Strand, London WC2R 0BR. Telephone: 01-836 3545, evenings 01-856 3615. Fax: 01-836 4942.

Financial Recruitment Specialists
London · Birmingham · Windsor · Manchester

LEVERAGED BUY-INS

JOIN THE OUTSTANDING TEAM

An independent group, one of the leading international providers of venture capital and investment banking services, has recently established a significant fund to finance leveraged buy-ins, managed jointly by teams in London and Paris. An opportunity now exists for an Associate to join the London-based team.

Investments are expected to be made in several industries, in companies which may require the team's active participation to bring them to fully profitable performance. The successful candidate will play a key role in the financial evaluation and appraisal of target companies. He/she will undertake a wide range of pre-acquisition activities such as screening and due diligence, and will be involved in the structuring and financing of acquisitions. There will also be opportunities to contribute to the subsequent operation and management of companies in which the Group has invested.

Applications are invited from qualified Accountants in their late 20's/early 30's, preferably also with a degree and/or MBA, who can demonstrate a thorough understanding of financial and business analysis as a result of their broad professional experience in a manufacturing/industrial environment.

This appointment offers a superb career opportunity to a person who enjoys a blend of individual initiative and integrated teamwork. In addition to having proven financial expertise and sound commercial judgement, he/she will also be an effective communicator, with the ability to develop good working relationships at all levels.

Interested applicants should call Elisabeth Jordan on Windsor (0753) 857181, or write to her with a detailed career resume to Digby Moore Associates, Mountbatten House, Victoria Street, Windsor, Berkshire SL4 1HE. Fax: 0753 860696.

DIGBY MOORE ASSOCIATES
SEARCH SELECTION

APPOINTMENTS ADVERTISING

Appears every
Wednesday
and Thursday

for further information
call 01-873 3000

Deirdre McCarthy
ext 4177

Paul Maraviglia
ext 4676

Elizabeth Rowan
ext 3456

Patrick Williams
ext 3694

Candida Raymond
ext 3351

Patrick Sherriff
ext 4627

MANAGEMENT ACCOUNTING MANAGER

Package to £35,000 + car

Financial Services Sector

One of the largest financial services groups in the UK, this major British public company is a market leader in branded financial products. Its business operations are highly decentralised and it is experiencing significant growth in both its home and international businesses.

This head office role reports directly to the Manager - UK Finance and offers an excellent entry point into this blue chip company at a senior level. Located in pleasant modern offices in the Northern Home Counties, the person appointed will be responsible for the provision of an expense accounting and analysis service to the various business units. This will involve the

management of a team of up to 20 people and a major computerised support system.

Candidates, who are likely to be qualified accountants aged 30-45, should have a record of progression within the head office of a large financial services or similar organisation. Good people management and communication skills are essential, together with experience of computerised accounting systems.

Please reply in confidence giving concise career, personal and salary details to David Mundy, quoting ref: L410.

Egor Executive Selection
58 St. James's Street
London SW1A 1LD (01-629 8070)

EGOR
EXECUTIVE
SELECTION

United Kingdom • Belgium • Denmark • France • Germany • Italy • Netherlands • Portugal • Spain

TREASURY SPECIALISTS

To £35,000 + car

International Management Consultancy

This leading international management consultancy is expanding its highly regarded Treasury Group in London. The consultancy is continuing its exceptional growth and has an enviable reputation for high quality work. The Treasury Group handles challenging assignments for blue chip corporates, major banks and smaller start up treasury functions.

Treasury consultants will develop their skills as they work on a diversity of assignments including strategic reviews, the assessment and use of new instruments for trading and risk management as well as treasury computer systems applications. Concentrated exposure to a range of treasury issues and business problems provide consultants with

an enhanced learning curve backed up by considerable investment in training.

Candidates must be of graduate calibre, probably in their late twenties or early thirties, with at least two years treasury experience gained in a corporate or banking environment. They will need excellent interpersonal skills and adaptability to work with clients at all levels together with a commitment to personal and team success. The Consultancy's growth offers excellent career development opportunities.

Please reply in confidence, giving concise career, personal and salary details to Heather Male, quoting ref: L409.

Egor Executive Selection
58 St. James's Street
London SW1A 1LD (01-629 8070)

EGOR
EXECUTIVE
SELECTION

United Kingdom • Belgium • Denmark • France • Germany • Italy • Netherlands • Portugal • Spain

Financial Controller

Ayrshire

c. £30,000 + car package

Our client is a highly regarded international service company, a world leader in its market. The group has an impressive growth record and has a turnover in the region of £70 million.

In order to support their continued expansion programme, they require to recruit a Financial Controller to take responsibility for the total accounting function.

Reporting to the Finance Director, the successful candidate will be a key member of the company's management team and will be expected to play an active role in its commercial decision making process.

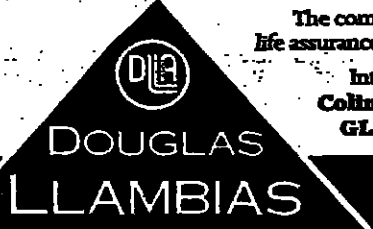
Specific responsibilities will include:

- ▲ US & UK STATUTORY REPORTS
- ▲ INVENTORY REPORT/ANALYSIS
- ▲ FINANCIAL PLANNING
- ▲ COSTING MANAGEMENT
- ▲ MANAGEMENT ACCOUNTS
- ▲ TREASURY MANAGEMENT
- ▲ SYSTEMS DEVELOPMENT
- ▲ US MANAGEMENT REPORTING

Candidates, who should be qualified accountants aged 30-40 with experience of US reporting requirements, must be dynamic, self motivated and able to demonstrate strong interpersonal skills.

The company offers an attractive salary and benefits package which includes profit share, life assurance, pension and private medical insurance.

Interested candidates should apply in writing, enclosing a comprehensive CV to: Colin MacKay C.A., Douglas Llambias Associates, 263A Bath Street, GLASGOW G2 4SQ. Telephone: 041-226 3102.



Finance Director

Brewing Industry
Circa £40,000 + package
North of England

A progressive PLC with a turnover approaching £35 million, has interests in manufacturing, property and retail services. Our client now seeks to appoint a Finance Director to take full control of its finance function and to contribute positively to the company's direction and growth.

Reporting to the Chairman and Managing Director you will be responsible for maintaining high standards of financial control. The company is committed to a policy of steady and continuing growth and your involvement in its implementation will be significant.

You will be a qualified accountant probably aged 35-45 with a minimum of five years experience at a senior level. You will be able to demonstrate a successful track record and a consistently progressive career path; a solid

experience in computer based MIS would be an advantage. You will now be looking for a career move with PLC responsibilities.

The importance of this appointment is reflected in an extremely competitive remuneration package which includes an executive car and the usual benefits associated with a position of this nature.

Candidates can apply in confidence, enclosing a full CV and current salary details, quoting reference MCS 89/15 to Oliver Overstall at: Price Waterhouse, Management Consultants, York House, York Street, Manchester M2 4WS.

Price Waterhouse

Group Financial Controller

Expanding Plc

To £40,000 + BMW

Our client is a highly successful and expanding quoted public company operating in the service industry. It has an exceptional profits record and has recently completed a major acquisition and has further plans to expand both in the UK and internationally.

Based at the Group's headquarters and reporting to the Group Finance Director, the Controller will be a key member of a small high calibre team responsible for the accounting and financial control of the Group. The role will involve the preparation of the consolidated accounts for the Group and also the setting up of financial controls and systems for new companies acquired. In addition, the person appointed will also be required to undertake special projects and will be required to travel from time to time.

You will be a Chartered Accountant, ideally with a degree, probably in the age range 28 to 35, and you should have worked in a responsible financial role at the head office of a major public group. You must be highly motivated with strong leadership and intellectual qualities and be able to demonstrate first class technical and interpersonal skills.

The position, based in West Yorkshire, carries an excellent benefits package which reflects the importance of this key appointment. This is a new and high profile role and there is significant career development potential.

If you are interested, please telephone Stuart Adamson FCA on 0532 451212 or send your CV in confidence quoting reference 654, to Adamson & Partners Ltd, 10 Lisbon Square, Leeds LS1 4LY.

ADAMSON & PARTNERS LTD.

Executive Search and Selection

Commercial Director

Thames Valley

c£40,000 + Car + Benefits

Our client a major U.K. multi-national plc with diverse interests, is seeking to recruit a Commercial Director for its hi-tech subsidiary in the Thames Valley.

They have recently acquired a company in a related business sector to augment the services offered by this subsidiary and the Commercial Director will be heavily involved in the integration process. The expanded company will have an initial turnover in the region of £25m but is expected to grow rapidly in the short-term.

The successful candidate will report to the Managing Director and contribute to the overall growth of the business by taking a leading role in all commercial activities and strategic directions. They will also have overall responsibility for the finance function of the Company and their staff responsibility will approach 50 in all.

Whitehead Rice

Interested applicants should write enclosing a comprehensive CV and daytime telephone number quoting Ref: 313 to Philip Rice, MA, ACMA, Whitehead Rice, 43 Welbeck Street, London W1M 7PG. Tel: 01-637 8736.

MANAGEMENT SELECTION

ALPS ACCOUNTANCY & LEGAL PROFESSIONS SELECTION LTD

3 London Wall Buildings, London Wall, London EC2M 8PJ
Tel: 01-588 3576 Telex No. B87374

A demanding appointment offering challenge, scope and autonomy in turnaround situation. Opportunity for Board appointment in 6-12 months with on-going career potential.

ALPS

FINANCIAL DIRECTOR - DESIGNATE

S. E. ENGLAND

£25,000-£30,000 + CAR

LUXURY PRODUCTS FOR THE GOURMET MARKET. MANUFACTURING SUBSIDIARY OF PROMINENT BRITISH PLC

For this new appointment, to provide the additional expertise necessary to meet re-defined and ambitious corporate objectives, we seek qualified accountants (A.C.A. or A.C.M.A.) and aged, 28-30. Post qualification experience must include exposure to and the ability to master the overall financial and commercial needs of a tight knit and fast moving business satisfying quality markets. A knowledge of PC based integrated financial management packages is essential and understanding of manufacturing systems will be an advantage. Reporting to the Managing Director and heading a small team, the successful candidate will be responsible for all aspects of financial management. This will include the design and implementation of the appropriate controls, information/reporting requirements, plus identification of business priorities with proposals for their attainment. Staff selection and development are of significant importance. The ability to make a major contribution to overall strategy and business direction is essential together with the will and capacity to achieve agreed targets with the minimum of guidance and supervision. Initial salary negotiable £25,000-£30,000 plus car, contributory pension, life assurance, medical insurance and assistance with relocation, if necessary. Applications in strict confidence under reference FDD 180/FT to the Managing Director.

3 LONDON WALL BUILDINGS, LONDON WALL, LONDON EC2M 8PJ. TELEPHONE 01-588 3576 or 01-588 3575. TELEX: 887374. FAX: 01-258 8501.



INSURANCE ACCOUNTANT

City. Salary c £20k plus Non-Contributory Pension and Medical Insurance

Chubb, a major US Insurance Company, is seeking an insurance accountant, preferably part-qualified, with working knowledge of the insurance industry, for established UK branch of its expanding European network.

Reporting to the UK Accounting Manager, major duties will include preparation of DTI Returns, management accounts, and VAT Returns. Experience of PC based software such as Lotus 123 also useful.

Self motivation and the ability to work to deadlines is essential.

Please apply in writing enclosing C.V. to:
Susan Penny, BSC, ACA, Federal Insurance Company,
26-28 Finchurch Street, London EC3M 3DQ

Financial Analyst for Media Group

A Financial Analyst is required to work for the Executive Chairman of a rapidly developing Media Group. He or she will be required to analyse potential acquisitions and to help in the financial assessment of operating units. Working with senior management of the Group, the individual appointed will have every opportunity to lay the foundations for a career in broadcast management.

The successful candidate is likely to be in his or her mid-twenties and to have been trained in the corporate finance department of a leading merchant bank, stockbroker, or firm of chartered accountants.

Applications with a full CV should be sent to:-

The Rt. Hon. Christopher Chazaway,
Chairman,
Crown Communications Group PLC,
22 Newman Street, London W1P 4AJ

Un groupe Français de haut technologie recherche pour sa nouvelle filiale un

Finance Manager

North Kent

c£28,000+Car

Our client is a rapidly expanding innovative French company, currently establishing itself in the UK. Their unique type of marketing network has already achieved explosive growth in France. Their system uses state-of-the-art video graphics, generated and distributed by computer to promote goods and services.

The ideal candidate for this demanding No. 1 position is a young, French speaking qualified accountant who will thrive in the hustle and bustle of a start-up situation. Initially, as well as full financial responsibility, they will make commercial and organisational decisions across all aspects of the business, beyond the normal realms of

accounting. Their track record to date should demonstrate the ability to manage a situation of constant change whilst building a highly committed and motivated team. Interpersonal skills will be paramount as well as the ability to liaise with French and English personnel at all levels.

If you believe you can match the requirements of this outstanding opportunity telephone John Owen on (0372) 375661 (office) or (04968) 20705 (weekends) or write to him, enclosing a full C.V. at Michael Page Finance, Cygnet House, 45-47 High Street, Leatherhead, Surrey KT22 8AG (Fax No. (0372) 370101).



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Ambitious Group Company Secretary

c. £35 - £40,000 + car

Abingdon

You will probably be aged 35-45 and a member of a recognised professional body which could include a legal, accounting or company secretarial training. Your experience will preferably have been gained in a listed organisation as assistant secretary in a larger group or as secretary in a smaller but dynamic environment. You will now wish to expand your career in an acquisitive, fast-paced organisation. A knowledge of the electronics industry whilst not essential, would be useful. Personal attributes will include commercial acumen, maturity, confidence and the ability to work with change. The organisation is highly committed but recognises that work is to be enjoyed, and the appointee will be expected to contribute to this ethos.

Reporting to the Finance Director, you will have the opportunity to develop the secretarial function, providing a full range of services including legal advice and general

support to the Board. Specific areas of responsibility will include property, insurance, pensions and employee benefit programmes (including executive plans), maintenance of statutory registers, annual returns and liaison with the stock exchange and professional advisors. Peak plc is a growing force in the electronics market, specialising in the application of technology in the fields of automation, measurement and control through the use of advanced electronic and computer based solutions. The company has expanded rapidly and strategically on an international basis. Recent acquisitions have seen turnover grow from c. £5m in 1986 to a current level exceeding £25m with a healthy profit performance.

Please reply in confidence giving concise career, salary and personal details to: Brandon Keenan, Ref. ER 166, Arthur Young Corporate Resourcing, 21 Conduit Street, London W1R 9TB.



Arthur Young Corporate Resourcing

PEEK

A MEMBER OF ARTHUR YOUNG INTERNATIONAL

European Commercial/Finance Director Property

London

c£50,000 + Car + Benefits

Our client is a major 'blue chip' Group with substantial property interests across the UK, Europe and USA. Their portfolio includes some very prominent landmarks in major European Capitals.

They have taken the strategic decision to create a European Property Division which will report to the Group Chief Executive. A press announcement will be made shortly regarding the appointment of the new Managing Director for the Division.

They are now seeking to recruit a Finance Director. Ideally you will have broad based commercial experience beyond finance and in this event you would become the Commercial Director at the outset. In addition to technical excellence, which is pre-requisite, European language skills would be a decided advantage.

Applicants should be qualified accountants and have experience in commercial property or related areas. Probably aged 33-43, you will report to the Group Finance Director and will be based in Central London with about 20% European travel.

Interested applicants should write enclosing a comprehensive Curriculum Vitae and daytime telephone number, quoting Ref: 318 to Philip Rice, MA, ACMA, Whitehead Rice, 43 Welbeck Street, London W1M 7PG. Tel: 01-637 8736.

Whitehead Rice

MANAGEMENT SELECTION

Finance Director

HAYWARDS HEATH, TO £40,000 + CAR

The Mid Sussex Water Company and its associate in West Kent supply water to some 400,000 consumers. Their financial departments have been combined of Haywards Heath and the two companies are now preparing for the challenge of privatisation. Both companies are owned by SHAR which is part of the Bouygues Group.

As Financial Director you will play a key role in this process. In addition to controlling all aspects of accounting and systems development there will be a major input to pricing, investment

appraisal, financial reconstruction and diversification activities.

You should already be operating at or near Board level, either within an industrial or service company or in the public sector. You must also be a qualified accountant with a real interest in the commercial direction of the business. Benefits include medical insurance and assistance with relocation.

Resumes including a daytime telephone number to Edward Simpson

quoting Ref: E5535 of Coopers & Lybrand Executive Resourcing Limited, Shelley House, 3 Noble Street, London EC2V 7DA.

Executive Resourcing

Coopers & Lybrand

FINANCIAL DIRECTOR EXCELLENT PROSPECTS

LONDON

c £35K + CAR + BONUS

Our client is a highly successful and internationally respected computer company with a progressive dynamic management force. Having recently embarked upon an exciting phase of expansion they have identified the need for an energetic and ambitious Financial Director with the commercial awareness and flair to increase the profitability of the company.

This key position is seen as critical to the future development of the business. The successful candidate will represent the company to Financial Institutions and will concentrate initially in the areas of Management Reporting and Budgeting, Treasury Management and Investment Appraisal, together with the Review of New Projects, Acquisitions and Expansion plans.

The company's managerial approach stresses individual responsibility and training and you will be responsible for managing a young and enthusiastic Finance Department.

If you are a qualified Chartered Accountant aged 35-45 with significant 'hands-on' experience in a distribution environment, of Corporate Finance acquisitions and flotations and you are interested in learning more about this challenging role, please write with extensive C.V. quoting Ref AFC/FT/1 to Paula Manning, Littlejohn Frazer, 2 Canary Wharf, London E14 9SY

TRUST PARTNER DESIGNATE £40,000 CENTRAL LONDON

Our client, a medium sized firm of Chartered Accountants seeks an experienced individual that is currently supervising a Trust Dept. in a firm of Chartered Accountants or Solicitors.

Please contact David Felton, Executive Search Division, Hymas Associates Ltd, 7778 Wells Street, London, W1, Tel: 01-630-055.

APPOINTMENTS WANTED

GERMAN CONTROLLER FINANCIAL MANAGER
is looking for a new position in United Kingdom or abroad (excluding Germany). 25 years with university degree, 4 1/2 years in german subsidiaries of English concerns. Knowledge of French.
Box 1118, Financial Times, One Southbank Bridge, London SE1 8LL.

Young Accountants Management Accounting, Investment Appraisal or Financial Systems Bias Up to £25,000 Midlands

These appointments provide a rare opportunity to join an organisation about to become one of the largest commercial concerns in the UK where turnover is measured in billions... and ambitious and talented professionals can make their mark.

Management Accountants

These posts will provide challenging outlets for your management accounting experience whereby your professional skills will be used in a proactive way. Key tasks will be varied and interesting and will involve performance appraisal, reporting and interpretation within a dynamic and fast moving environment.

Investment Appraisal

Here you will provide professional expertise and initiative in the use of various techniques to identify the optimum allocation of resources. Investment appraisal expertise will enable you to play a key role in development of investment programmes.

Financial Systems

In developing and implementing accounting, management information and decision support systems, you will be able to draw upon your self motivation and interpersonal skills. Your experience to date must, therefore, include systems work involving both mainframe and PC applications.

Salaries will vary but the likely range is £20,000 to £25,000 and company cars may be made available for certain posts. In any case, large company benefits will include generous relocation assistance to a central Midlands area well served by the motorway network and will be adjacent to some of the finest open countryside in England.

To find out more about these rare opportunities, please write with full career details to: Richard Ions, Ref. CE 401, MSL Advertising, Sovereign House, 12-18 Queen Street, Manchester M2 5HS. These details will be sent direct to our client. Please list on a separate sheet any companies to whom your details should not be sent. Offices in Europe, the Americas, Australasia and Asia Pacific.

MSL Advertising

Company Accountant

London/Surrey Borders
£23,000 + Car + Benefits

Our client is highly regarded and long established, the largest independent company in its sector. They operate in a very specialised area of the advertising industry and they can count many of the top advertising agencies as their clients, as such they undertake work for many blue chip companies.

They are entering the next phase in the development of their business and anticipate a significant increase in turnover in the next few years; this will be achieved by a mixture of organic growth and acquisition.

They now need to appoint a key individual who will be part of the management team and who will take full control of the management of the accounting function.

Possibly a ACMA, ACCA, ACA or even part qualified with a background preferably in manufacturing you will be looking for an opportunity to join a dynamic forward thinking company. Your continuing success in this role will provide long term opportunities for career advancement.

To apply in the strictest confidence please telephone or write to Robin Rowe quoting reference 013 to 160 New Bond Street, London W1Y 0HR, Telephone 01-499 7761.

Hacker Young

MANAGEMENT CONSULTANTS
EXECUTIVE SELECTION
A MEMBER OF THE OIL GROUP

FINANCIAL CONTROLLER

North Surrey

Salary to £25,000+Car & Bonus

The major operating subsidiary of a privately owned group of companies distributing electrical and electronic components, now wishes to strengthen the provision of effective financial and management accounting services through this new appointment, reporting to the Financial Director.

Ideally you will be qualified, aged 30-40 years with experience in a small/medium sized company covering the full range of management and financial accounting in a computerised environment.

Your ability to contribute towards the development of the business will be rewarded by a generous remuneration package tailored to suit your needs.

For further information contact:
Accountancy Personnel,
10-12 Castle Street,
Kingston,
Surrey KT1 1SE.
Tel: 01-541 4055



Accountancy Personnel

Placing Accountants First

Hays

A HAYS PERSONNEL SERVICE LIMITED COMPANY

FINANCIAL CONTROLLER

Home Counties

c £28k + quality car

A unique and rare opportunity for a 'pro-active' 30-40 year old, preferably qualified with industrial/commercial exposure, to take full control of the accounts function within a small and efficient service company with a good reputation in the field of international shipping.

Reporting direct to the MD, must be prepared to adopt a 'hands on' approach, provide a support advisory role to clients and travel abroad. Experience of computer based systems is essential.

In the first instance, please contact David Holbrook, Principal Director, who is advising on this appointment. Alternatively, write giving brief career details.

INTEGRATED BUSINESS SUPPORT GROUP

BUSINESS COUNSELLING · PERSONNEL SERVICES · TRAINING AND DEVELOPMENT

SHIRE HOUSE, WALTHAM ROAD, OVERTON, HAMPSHIRE, RG25 3NJ
TELEPHONE 0256 781673 FAX 0256 771475

Licensed initially as an Employment Agency No. SE8470

FINANCE DIRECTOR

Based in Papua New Guinea
Substantial remuneration package

This is a key appointment in PNG with a British Company which has extensive interests in oil palm and coffee plantations and which is a subsidiary of a major international trading group.

The Finance Director will be responsible for all aspects of financial administration, accounting and currency management and the post carries considerable authority.

The successful candidate is likely to be aged between 30-45, must be professionally qualified and preferably will have overseas experience. An interest in agriculture is desirable.

The attractive remuneration package includes free housing and medical cover, assistance with school fees and six weeks annual leave.

Applicants should write, with full CV, to Quigley & Associates, 16-18 St. John's Lane, London EC2M 4BS. Tel: 01-253 4242. Please quote Reference FFD.

All replies will be treated in the strictest confidence. Interviews will be held in London, Australia and Singapore.

QUIGLEY &
ASSOCIATES

Corporate and
Financial Communications

كلذا من الاصل

ACCOUNTANT
£25,000 plus Co Car + benefits
Company situated close to London Bridge station. Require Qualified Accountant.
For further details ring
Helen Blackburn Campbell Appointments (roc cons) 0239-615138

GROUP FINANCIAL DIRECTOR (Des.)

London c.£40,000+car+share options

Our client is a young ambitious company, high profile on the USM, and acknowledged as a market-leader in the distribution of fast moving consumer goods. The company has exciting plans for growth, organically and by acquisition, both in the UK and on Continental Europe.

A Financial Director (Designate) is now required who, reporting to the Board, will be responsible for all aspects of financial management and control.

For this challenging key role we are seeking a young, qualified accountant preferably chartered, with several years' post qualification

experience and a proven and impressive track record.

Candidates may come from the profession or industry and should have a confident personality, good communication skills with strong commercial awareness, a thorough understanding of accounting and management techniques and sound computer expertise.

Our client will have sight of all applications and candidates should, therefore, indicate any organisation they do not wish to consider.

Please write in confidence enclosing full career details, quoting reference H5673 to Hilary Douglas.

KPMG Peat Marwick McLintock
Executive Selection and Search
70 Fleet Street, London EC4Y 1EU

GROUP TAXATION ASSISTANT MERCHANT BANKING

CITY

£30,000 + package



This well established and diversified merchant banking group with a substantial international presence wishes to recruit a recently qualified Chartered Accountant to join their small high profile tax department. The role will involve responsibility for bringing in-house the compliance and tax planning work of many of the companies within the group. There will be opportunities for involvement in all areas of the group's taxation affairs including VAT and international tax.

The successful candidate should have a good academic background with an active interest in corporation tax. To succeed in this demanding position the individual must be self motivated and able to communicate effectively at all levels.

This outstanding opportunity is supported by an excellent remuneration package.

To discuss the position in further detail, call **Raj Munde ACA on 01-629 4463**. Alternatively write to him at the address below quoting Ref RM800.

HARRISON WILLIS
FINANCIAL RECRUITMENT CONSULTANTS
Cardinal House, 39-40 Albemarle Street, London W1X 3FD.

Director & Chief Accountant

To £28,000 + car + bonus
North London

Our client is an autonomous business within an acquisitive and expanding PLC. The business produces high quality specialist components for the electronic industries primarily in the UK and the USA and is now appointing a Chief Accountant who will play a leading part in the growth strategy of the business.

As the senior financial manager, the Chief Accountant will have responsibility for the financial efficiency of the business including contribution to commercial decisions, control of the finance team and on-going systems development.

Candidates will be qualified (aged 27-35) with at least 2 years' exposure to a manufacturing unit and preferably experience of a PLC or international group.

Please contact initially (quoting ref 7338) Jeff Adcock, 01-353 1577, Clark Whitehill Consultants Limited, 25 New Street Square, London EC4A 3LN.



CLARK WHITEHILL
Executive Selection

Financial Controller

High Technology
Products & Services
North East,
c £30,000, Car

One of the success stories of the region, this rapidly growing group now employs nearly two hundred people and is poised to report another record year. The organisation is seeking a young qualified chartered accountant to assume control of the central finance function which utilises fully integrated computerised accounting systems. Reporting to a main board director, this role carries responsibility for the group's entire finance activity including the administration of management accounting procedures, treasury management, budget preparation, forecasting and planning via the control of a small professionally qualified team. Candidates aged over 28 will be expected to have an open, participative style with the ability to operate in a dynamic, fast moving environment and particularly in a structure which allows individuals at all levels to contribute to the company's growth. In view of the expansion plans you should be able to operate externally with confidence, ideally have industry experience and be well aware of public sources of funding. As the most senior financially qualified individual within the company you will immediately be part of the group's senior executive management committee and there are clear prospects for formal advancement in the short term.

Male or female candidates should submit in confidence a comprehensive C.V. or telephone for a Personal History Form to: **R.P.T. Hills, Hoggett Bowers plc, 4 Mosley Street, NEWCASTLE UPON TYNE, NE1 1DE, 091-232 7435, Fax: 091-261 8438, quoting Ref: N18006/FT.**

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD, WINDSOR
A Member of Blue Arrow plc

CORPORATE FINANCE EXECUTIVE MAJOR RETAILING FMCG GROUP

NORTH LONDON c.£30,000 + car
A young entrepreneur is sought by the Divisional Finance Director of this substantial group. Your highly varied brief will include the provision of advice on rationalisation projects, assisting with mergers and acquisitions, and providing market intelligence reports. You should be ACA/MBA, aged to 30, with experience gained in the corporate advisory division of a top eight firm or as a business analyst in a dynamic, fast moving commercial group. Ref: DC

BUSINESS ANALYST £23 - £25,000 + car
CITY
Our client is one of the most prestigious banking and financial services groups, highly diversified and highly profitable. Acting as the liaison point between the finance and trading areas, you will provide a comprehensive business analysis service, interpreting both corporate and product profitability. The client views this as an high profile role, ideally suited to a newly/ recently qualified accountant and who is seeking a non-accounting role as a route to general management. Ref: NH

INTERNATIONAL OPERATIONAL REVIEW £23 - £25,000 + car
CENTRAL LONDON
Our client specialises in advanced materials technology and seeks to grow by developing existing business, nurturing new ones and by acquisition. Their Corporate Audit Division is expanding to ensure that effective financial controls are implemented. Travelling to the States, Europe and the Far East, you will assist in that expansion programme and after 18 months you can expect a Controllership in the UK or overseas. Currently, you should be finalist or recently qualified ACA. Ref: NH

STRATEGY CONSULTANT £35 - £40,000 + car
CENTRAL LONDON
The client is a highly respected and leading international firm of strategic consultants. Your assignments will provide exposure to strategic and profit planning, management buy-outs, acquisitions and fund raising. You should be aged 27 to 33 with a record of outstanding achievement in a top international consultancy firm, and perhaps subsequently with a blue chip or industrial company. Ref: DC

For further information, please call 01-831 4447 or write, enclosing your C.V., to the address below.

David Chorley ACCOUNTING FOR SUCCESS ASSOCIATES
Haverhill House, 73-74 High Holborn, London WC1V 6LS Tel: 01-831 4447 Fax: 01-430 1435

DIRECTOR OF FINANCE

National Newspapers - circa £35,000 plus car

The British Newspaper Printing Corporation has made a major investment in the most advanced printing equipment throughout the United Kingdom. As part of the high profile Maxwell Communication Corporation, BNPC produces the Daily Mirror, Sunday Mirror, The People and other newspaper format publications.

We now need a professional who can operate in a fast-moving environment and assume full accountability for the Finance Department of the largest operating Company within BNPC. Reporting to the site General Manager your prime areas of responsibility will be to operate tight financial controls and provide up to the minute management reports and financial appraisals of key issues.

You will be taking your place in a highly commercial environment, managing a staff of twelve. You will therefore need a "hands-on" approach and be computer literate with experience of the implementation of computer systems. The additional responsibilities of developing profitability and systems enhancement mean that you should be fully qualified and have gained a minimum of three years commercial experience.

If you meet the profile as outlined and wish to apply for this challenging position, write now with full cv quoting current salary to:

Mr G M Bentley, Head of Personnel, BNPC (Watford) Limited, St. Albans Road, Watford, Hertfordshire WD2 5RG.



British Newspaper Printing Corporation plc

Financial Director Designate

Basildon

£30,000 minimum + car + benefits

A rapidly expanding private publishing systems company and computer dealership with annual sales of £5M seeks an ambitious financial director designate, capable of taking the group to the Stock Exchange.

Reporting to the board of directors, the successful candidate will be responsible for:

- financial and management accounting;
- day to day control of the accounting function;
- day to day control of the administration, purchasing and stock control functions;
- further development of management information systems.

Applications are invited from highly motivated, qualified accountants, aged 28-35, with sound experience in computerised accounting systems and proven ability to manage and motivate staff.

Please send a comprehensive career résumé together with salary history and daytime telephone number, quoting reference 3021, to Vivienne Hines, Executive Selection Division.

Touche Ross

Thavies Inn House, 3/4 Holborn Circus, London EC1N 2HB. Telephone: 01-353 7361.

Corporate Finance

Deloitte Haskins & Sells is a leading financial advisory firm looking to expand its Corporate Advisory team within its Corporate Finance Division by recruiting professionally qualified graduates with relevant experience.

Successful candidates will have at least two years' experience in the corporate finance department of a top merchant bank or stockbroker. They will be able to demonstrate experience in public take-over work, capital raising, the regulatory environment and general corporate advice. A commercial outlook and an ability to market are essential.

An attractive and competitive remuneration package is offered reflecting the importance of the role and its career prospects.

Please write giving full details to: Nicholas A Morris, Deloitte Corporate Finance, Hillgate House, 26 Old Bailey, London EC4M 7PL.

Deloitte Haskins+Sells

Accountant/Financial Controller

We are a growing retail company based in Sheffield and aiming for the U.S.M. in 1990. We are now seeking to make a new key appointment to assist in achieving this objective.

You must be a qualified accountant capable of taking the lead in upgrading the accounting systems and refining the financial and management information. You will probably be in your mid/late 20s prepared to dedicate yourself to achieving the highest standard and anxious to take an active role in a young and determined team.

You will probably be bored where you are now.

We are offering a salary of up to £25000 p.a. plus car and an intense environment where you will rapidly see the results of your input.

Please reply to: Robin Silver
BKPT Clothing Co Ltd
19 Charles Street
Sheffield S1 2HS

HIGH FLYER

£30,000
ACA, ideally aged 24 to 30, to join small/medium sized firm of Chartered Accountants. 1st Class Prospects.

In the first instance please contact David Paton on 01-580 5522, alternatively, write to: Executive Search Division, Hynes Associates Ltd, Wells House, 77-79 Street, London W1

CORPORATE FINANCE?

£21,000
Our Client, a leading medium sized firm of Chartered Accountants, seek a recently qualified ACA to join their Corporate Finance Department. There will be considerable opportunity to gain a great deal of responsibility at an early age.

In the first instance please contact: David Paton on 01-580 5522, alternatively, write to: Executive Search Division, Hynes Associates Ltd, Wells House, 77-79 Street, London W1.

Appointments Advertising appears every

- Monday - Legal Appointments
- Wednesday - General Appointments
- Thursday - Accountancy Appointments

X

- QUALIFIED ACA - MAJOR UK BANK

Central London Package to c.£30,000 + CAR

Providing specialist financial services to the UK personal and corporate markets, and with an unrivalled reputation in the fields of investment, domestic and international banking, this prestigious client is one of the UK's leading financial institutions.

A new and exciting career opportunity now exists for an ambitious accountant to work within the bank's central finance function.

Liaison with various divisional sectors will necessitate familiarity with a number of key accounting issues, and there will be a considerable degree of exposure to both analysis and investigations. You will gain immediate broad-based exposure to a number of management reporting activities, in the provision of operational support. This key role will therefore demand a strong technical background, allied to an appreciation of both US and UK accounting procedures.

Suitable candidates will be graduate Chartered Accountants aged between 26 and 29. Ideally, you will possess between two and three years' post qualification experience, and have worked with a big eight firm. This is an excellent entry point into an organisation where career development prospects extend throughout the entire bank.



Interested applicants should contact Gerald Whitting on 01-488 4114 (01-488 9362 evenings/weekends), or write, enclosing a full CV, to Mervyn Hughes International Limited, Management Recruitment Consultants, 63 Mansell Street, London E1 8AN quoting Ref: A272.

APPOINTMENTS ADVERTISING

For further information call
01-873 3009

Candida Raymond
ext 3351

Deirdre McCarthy
ext 4177

Paul Maraviglia
ext 4676

Elizabeth Rowan
ext 3456

Patrick Williams
ext 3694

Patrick Sherriff
ext 4627

BUDGET & MANAGEMENT ACCOUNTING MANAGER

**c.£22K PLUS CAR
BASED SLOUGH**

Yellow Pages Sales Limited are a wholly owned subsidiary of British Telecom. With a turnover in excess of £100m and over 600 employees, we are enjoying an extremely successful period of growth. We are seeking a Budget and Management Accounting Manager to be responsible for the production of management accounts, budgets and forecasts in order to monitor and control our business.

Reporting to the General Finance Manager you will also be responsible for 7 staff with 2 direct subordinates.

You will be a qualified Accountant, ideally with 2 years post qualification work experience, possess good interpersonal skills, and man management experience.

We can offer a good starting salary, a fully expensed company car, free life assurance, contributory pension scheme, 22 days holiday, free private medical care and excellent career prospects.

Please send full C.V. with an indication of current salary to: Miss Peta Scott, Central Personnel Manager, Personnel Department, Yellow Pages Sales Limited, Director's House, Sussex Place, Slough, Berkshire SL1 1NQ.



Creating the Platform for Tomorrows retailing

Rumbelows, part of the international Thorn EMI Group, is a clear leader in the electrical retail business. We are rapidly developing our existing 450 branch infrastructure and expanding our scale of operations.

MANAGER - MANAGEMENT ACCOUNTING

c.£26,000 + car

It's a fast-moving environment where effective management control is vital to future growth. An innovative manager is now sought to take a broad, operations-based overview of all management accounts. Reporting to the Financial Controller, you will be in charge of a team of four Accountants and have core responsibility for the preparation of the monthly forecast, company budget, monthly management accounts and help to prepare the five year plan. The wide-ranging brief also involves providing proactive financial input into commercial analysis and preparing ad-hoc analysis and reviews.

A qualified Accountant, you will ideally have a background in an fmcc or retail environment; you must have at least 4 years' relevant accounting experience in an operating company. PC literacy and experience of mainframe reporting will be essential and must be complemented by strong leadership and interpersonal skills.

This is a high profile position providing an excellent career platform within the multi-national Thorn EMI Group. An excellent salary is offered together with a valuable benefits package including choice of a fully expensed quality car and private medical cover. Relocation assistance available.

To apply, please write with full CV to: Sue Kenningham, Resourcing Manager, Rumbelows Ltd, Trinity House, Trinity Lane, Watlington Cross, Herts EN8 7DS, or telephone (0992) 31988 for an application form.

RUMBELOWS

IN TOUCH WITH YOUR FUTURE

Group Finance Director

c.£30,000 - share incentive - car Manchester

The Alliance Paper Group is the largest privately owned paper merchant in the UK. The head office is in Manchester from where it controls several locations serving a central warehouse. Although formed over fifty years ago the company has expanded from a turnover of £8m in 1984 to a target of £50m for this year. Growth in profitability is equally impressive and a listing is planned for 1991.

This rapid expansion has generated the need to strengthen the Board by appointing an individual, male or female, with overall responsibility for accounting, computing, treasury and management information matters. Of equal importance will be your role in working closely with other senior executives on the further development of the Group, giving you the opportunity to fully demonstrate your general business acumen.

Naturally this crucial appointment demands a qualified accountant. Probably aged 30/40, you will ideally be educated to degree level. You must be able to show significant involvement in the management of an organization which operates in a fast-moving commercial environment. Previous experience of the development of computerised accounting systems would be advantageous.

In addition to a challenging and remunerative career, the company offers a comprehensive benefits package, including relocation assistance where appropriate.

To find out more write to John Prestwich, Chairman, Alliance Paper Group Ltd, Wardley Industrial Estate Worsley, Manchester M28 5NJ

Alliance Paper Group Ltd

FINANCE DIRECTOR

Manufacturing and Contracting

Our client, a £15m business in electrical engineering, is part of a fast-expanding acquisitive PLC with exciting plans for further development and entry into EEC markets. This post calls for a qualified accountant, Chartered or Cost and Management, to play a key role in the introduction of a new computerised financial and management information system.

c.£30k inc. Bonus + Car

Leicestershire based

Candidates must understand the financial, commercial and production aspects driving a manufacturing business.

The salary will be around £30k including bonus, quality car with free petrol, pension and health care schemes. Relocation assistance will be given where appropriate.

Applications will be dealt with in the strictest confidence. Please write enclosing full career details, quoting ref. CRS 18207, to Bronwen Jones, LBW Ltd, Imperial Building, 20 Victoria Street, Nottingham NG1 2EX, naming any company to which you would not wish your application to be forwarded.

LBW
LOCKYER, BRADSHAW & WILSON
LIMITED

Société Générale - Fimat

Senior Accountant

Excellent salary + benefits package with car

Fimat is a wholly-owned subsidiary of the French International Banking group, Societe Generale, and is responsible for the Banks operations in the Futures Markets.

With existing operations in Paris and Chicago, Fimat is seeking to recruit an experienced senior accountant with ACA qualifications for the UK. Knowledge of regulatory reporting techniques is essential, and we would welcome applications from candidates with a Financial Futures background.

In the first instance, please apply in writing, together with a full C.V. to: Mr K Ferris, Fimat (UK) Ltd, Warnford Court, 29 Throgmorton Street, London EC2N 2AT.

Applications will be treated in the strictest confidence.

SOCIÉTÉ GÉNÉRALE

FINANCIAL CONTROLLER

BERKSHIRE

to £30k plus car

Our client, part of a major public foods group, is a specialised retailing business operating from numerous locations throughout the South. The Financial Controller, who will be a member of the senior management team, will have full responsibility for the finance function in this fast-moving business, including the further development of computer-based information systems. He/she will be expected to influence and work closely with line managers to achieve business objectives and will supervise

around 20 professional staff. Candidates must be qualified accountants with a background in a fast-moving sector such as food manufacture or retailing and with some exposure to multi-site operations. A strong track record in man management is essential, backed up by excellent communication skills. Age envisaged is 30-45. Please apply in confidence with full curriculum vitae, quoting reference 466/4, to **Hermadette Laffey at Charles Barker Selection, 30 Farringdon Street, London EC4A 4EA. Tel: 01-634 1354.**

CHARLES BARKER Selection
Executive Selection & Search Consultants

Young Financial Controller

**Publicly Quoted Group
Hertfordshire,
To £26,500, Car,
Executive Benefits**

Our client is an expanding group, operating principally in the UK Building Sector with interests in California and Europe. An impressive growth rate has enabled this business to achieve a turnover in excess of £200 Million. An excellent career opportunity has arisen for a recently qualified Chartered Accountant to join their innovative Head Office Management team. Reporting directly to the Finance Director you will review monthly accounts, cash flow and budgets of the operating divisions, prepare the group interim and full year accounts, and handle project work relating to acquisitions and disposals. The successful applicant will offer sound technical ability in both financial accounting and taxation matters. This challenging position seeks a commercially aware Accountant with a keen analytical mind who can make a vital contribution to the success of the business. Executive benefits package.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to: **B.E. Boylan, Accountancy Division, Hoggett Bowers plc, 1/2 Haover Street, LONDON, W1R 9WB. 01-734 6852, Fax: 01-734 3738, quoting Ref: K18010/FT.**

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD, WINDSOR
A Member of Blue Arrow plc

COMPANY NOTICES

SWEDISH MATCH AB

The annual general meeting of Swedish Match AB will be held on Monday April 24, 1989 at 5:00 p.m. at the Company's head office Västtra Tradgardsgatan 15, Stockholm.

Shareholders who wish to attend the general meeting must be recorded in the share register maintained by the Swedish Securities Register Centre (Värderegistrations VPC AB) no later than Friday April 14, 1989 and must notify the Board of Directors of their intention to attend no later than 4:30 p.m. on Wednesday April 19, 1989. The notification of attendance should be mailed to: Swedish Match AB, Box 16100, S-103 22 Stockholm or by telephone +46 8 22 05 20.

DIVIDEND

Provided that the annual general meeting approves the Board of Directors' proposed record day of Thursday April 27, 1989, dividends are expected to be paid on Monday May 8, 1989.

THE HONGKONG AND SHANGHAI BANKING CORPORATION

Primary Capital Updated Floating Rate Notes
Notice is hereby given to the holders of these notes that copies of the Annual Report and Accounts of the Bank for the year ended 31 December 1988 are available at the office of the Bank at 99 Bishopsgate, London EC2.

April 6, 1989.

ART GALLERIES

The Lefevre Gallery, 30 Bruton Street, London W1Y 1, 01-488-2107. An Exhibition of works by Robert Rauschenberg, Camille Corot, 8th - 28th April, Mon - Fri 10am - 6pm, sat 10am - 12.30 pm.

PUBLIC NOTICES



DIVIDEND ANNOUNCEMENT

Directors are pleased to announce the following:
(1) A final dividend of 10 cents per share on the ordinary shares of the Company, 1988 and fully paid up shares of all classes in the same amount.
(2) A final dividend of 10 cents per share on the ordinary shares of the Company, 1989 and fully paid up shares of all classes in the same amount.
(3) A final dividend of 10 cents per share on the ordinary shares of the Company, 1990 and fully paid up shares of all classes in the same amount.
(4) A final dividend of 10 cents per share on the ordinary shares of the Company, 1991 and fully paid up shares of all classes in the same amount.
(5) A final dividend of 10 cents per share on the ordinary shares of the Company, 1992 and fully paid up shares of all classes in the same amount.
(6) A final dividend of 10 cents per share on the ordinary shares of the Company, 1993 and fully paid up shares of all classes in the same amount.
(7) A final dividend of 10 cents per share on the ordinary shares of the Company, 1994 and fully paid up shares of all classes in the same amount.
(8) A final dividend of 10 cents per share on the ordinary shares of the Company, 1995 and fully paid up shares of all classes in the same amount.
(9) A final dividend of 10 cents per share on the ordinary shares of the Company, 1996 and fully paid up shares of all classes in the same amount.
(10) A final dividend of 10 cents per share on the ordinary shares of the Company, 1997 and fully paid up shares of all classes in the same amount.
(11) A final dividend of 10 cents per share on the ordinary shares of the Company, 1998 and fully paid up shares of all classes in the same amount.
(12) A final dividend of 10 cents per share on the ordinary shares of the Company, 1999 and fully paid up shares of all classes in the same amount.
(13) A final dividend of 10 cents per share on the ordinary shares of the Company, 2000 and fully paid up shares of all classes in the same amount.
(14) A final dividend of 10 cents per share on the ordinary shares of the Company, 2001 and fully paid up shares of all classes in the same amount.
(15) A final dividend of 10 cents per share on the ordinary shares of the Company, 2002 and fully paid up shares of all classes in the same amount.
(16) A final dividend of 10 cents per share on the ordinary shares of the Company, 2003 and fully paid up shares of all classes in the same amount.
(17) A final dividend of 10 cents per share on the ordinary shares of the Company, 2004 and fully paid up shares of all classes in the same amount.
(18) A final dividend of 10 cents per share on the ordinary shares of the Company, 2005 and fully paid up shares of all classes in the same amount.
(19) A final dividend of 10 cents per share on the ordinary shares of the Company, 2006 and fully paid up shares of all classes in the same amount.
(20) A final dividend of 10 cents per share on the ordinary shares of the Company, 2007 and fully paid up shares of all classes in the same amount.
(21) A final dividend of 10 cents per share on the ordinary shares of the Company, 2008 and fully paid up shares of all classes in the same amount.
(22) A final dividend of 10 cents per share on the ordinary shares of the Company, 2009 and fully paid up shares of all classes in the same amount.
(23) A final dividend of 10 cents per share on the ordinary shares of the Company, 2010 and fully paid up shares of all classes in the same amount.
(24) A final dividend of 10 cents per share on the ordinary shares of the Company, 2011 and fully paid up shares of all classes in the same amount.
(25) A final dividend of 10 cents per share on the ordinary shares of the Company, 2012 and fully paid up shares of all classes in the same amount.
(26) A final dividend of 10 cents per share on the ordinary shares of the Company, 2013 and fully paid up shares of all classes in the same amount.
(27) A final dividend of 10 cents per share on the ordinary shares of the Company, 2014 and fully paid up shares of all classes in the same amount.
(28) A final dividend of 10 cents per share on the ordinary shares of the Company, 2015 and fully paid up shares of all classes in the same amount.
(29) A final dividend of 10 cents per share on the ordinary shares of the Company, 2016 and fully paid up shares of all classes in the same amount.
(30) A final dividend of 10 cents per share on the ordinary shares of the Company, 2017 and fully paid up shares of all classes in the same amount.
(31) A final dividend of 10 cents per share on the ordinary shares of the Company, 2018 and fully paid up shares of all classes in the same amount.
(32) A final dividend of 10 cents per share on the ordinary shares of the Company, 2019 and fully paid up shares of all classes in the same amount.
(33) A final dividend of 10 cents per share on the ordinary shares of the Company, 2020 and fully paid up shares of all classes in the same amount.
(34) A final dividend of 10 cents per share on the ordinary shares of the Company, 2021 and fully paid up shares of all classes in the same amount.
(35) A final dividend of 10 cents per share on the ordinary shares of the Company, 2022 and fully paid up shares of all classes in the same amount.
(36) A final dividend of 10 cents per share on the ordinary shares of the Company, 2023 and fully paid up shares of all classes in the same amount.
(37) A final dividend of 10 cents per share on the ordinary shares of the Company, 2024 and fully paid up shares of all classes in the same amount.
(38) A final dividend of 10 cents per share on the ordinary shares of the Company, 2025 and fully paid up shares of all classes in the same amount.
(39) A final dividend of 10 cents per share on the ordinary shares of the Company, 2026 and fully paid up shares of all classes in the same amount.
(40) A final dividend of 10 cents per share on the ordinary shares of the Company, 2027 and fully paid up shares of all classes in the same amount.
(41) A final dividend of 10 cents per share on the ordinary shares of the Company, 2028 and fully paid up shares of all classes in the same amount.
(42) A final dividend of 10 cents per share on the ordinary shares of the Company, 2029 and fully paid up shares of all classes in the same amount.
(43) A final dividend of 10 cents per share on the ordinary shares of the Company, 2030 and fully paid up shares of all classes in the same amount.
(44) A final dividend of 10 cents per share on the ordinary shares of the Company, 2031 and fully paid up shares of all classes in the same amount.
(45) A final dividend of 10 cents per share on the ordinary shares of the Company, 2032 and fully paid up shares of all classes in the same amount.
(46) A final dividend of 10 cents per share on the ordinary shares of the Company, 2033 and fully paid up shares of all classes in the same amount.
(47) A final dividend of 10 cents per share on the ordinary shares of the Company, 2034 and fully paid up shares of all classes in the same amount.
(48) A final dividend of 10 cents per share on the ordinary shares of the Company, 2035 and fully paid up shares of all classes in the same amount.
(49) A final dividend of 10 cents per share on the ordinary shares of the Company, 2036 and fully paid up shares of all classes in the same amount.
(50) A final dividend of 10 cents per share on the ordinary shares of the Company, 2037 and fully paid up shares of all classes in the same amount.
(51) A final dividend of 10 cents per share on the ordinary shares of the Company, 2038 and fully paid up shares of all classes in the same amount.
(52) A final dividend of 10 cents per share on the ordinary shares of the Company, 2039 and fully paid up shares of all classes in the same amount.
(53) A final dividend of 10 cents per share on the ordinary shares of the Company, 2040 and fully paid up shares of all classes in the same amount.
(54) A final dividend of 10 cents per share on the ordinary shares of the Company, 2041 and fully paid up shares of all classes in the same amount.
(55) A final dividend of 10 cents per share on the ordinary shares of the Company, 2042 and fully paid up shares of all classes in the same amount.
(56) A final dividend of 10 cents per share on the ordinary shares of the Company, 2043 and fully paid up shares of all classes in the same amount.
(57) A final dividend of 10 cents per share on the ordinary shares of the Company, 2044 and fully paid up shares of all classes in the same amount.
(58) A final dividend of 10 cents per share on the ordinary shares of the Company, 2045 and fully paid up shares of all classes in the same amount.
(59) A final dividend of 10 cents per share on the ordinary shares of the Company, 2046 and fully paid up shares of all classes in the same amount.
(60) A final dividend of 10 cents per share on the ordinary shares of the Company, 2047 and fully paid up shares of all classes in the same amount.
(61) A final dividend of 10 cents per share on the ordinary shares of the Company, 2048 and fully paid up shares of all classes in the same amount.
(62) A final dividend of 10 cents per share on the ordinary shares of the Company, 2049 and fully paid up shares of all classes in the same amount.
(63) A final dividend of 10 cents per share on the ordinary shares of the Company, 2050 and fully paid up shares of all classes in the same amount.
(64) A final dividend of 10 cents per share on the ordinary shares of the Company, 2051 and fully paid up shares of all classes in the same amount.
(65) A final dividend of 10 cents per share on the ordinary shares of the Company, 2052 and fully paid up shares of all classes in the same amount.
(66) A final dividend of 10 cents per share on the ordinary shares of the Company, 2053 and fully paid up shares of all classes in the same amount.
(67) A final dividend of 10 cents per share on the ordinary shares of the Company, 2054 and fully paid up shares of all classes in the same amount.
(68) A final dividend of 10 cents per share on the ordinary shares of the Company, 2055 and fully paid up shares of all classes in the same amount.
(69) A final dividend of 10 cents per share on the ordinary shares of the Company, 2056 and fully paid up shares of all classes in the same amount.
(70) A final dividend of 10 cents per share on the ordinary shares of the Company, 2057 and fully paid up shares of all classes in the same amount.
(71) A final dividend of 10 cents per share on the ordinary shares of the Company, 2058 and fully paid up shares of all classes in the same amount.
(72) A final dividend of 10 cents per share on the ordinary shares of the Company, 2059 and fully paid up shares of all classes in the same amount.
(73) A final dividend of 10 cents per share on the ordinary shares of the Company, 2060 and fully paid up shares of all classes in the same amount.
(74) A final dividend of 10 cents per share on the ordinary shares of the Company, 2061 and fully paid up shares of all classes in the same amount.
(75) A final dividend of 10 cents per share on the ordinary shares of the Company, 2062 and fully paid up shares of all classes in the same amount.
(76) A final dividend of 10 cents per share on the ordinary shares of the Company, 2063 and fully paid up shares of all classes in the same amount.
(77) A final dividend of 10 cents per share on the ordinary shares of the Company, 2064 and fully paid up shares of all classes in the same amount.
(78) A final dividend of 10 cents per share on the ordinary shares of the Company, 2065 and fully paid up shares of all classes in the same amount.
(79) A final dividend of 10 cents per share on the ordinary shares of the Company, 2066 and fully paid up shares of all classes in the same amount.
(80) A final dividend of 10 cents per share on the ordinary shares of the Company, 2067 and fully paid up shares of all classes in the same amount.
(81) A final dividend of 10 cents per share on the ordinary shares of the Company, 2068 and fully paid up shares of all classes in the same amount.
(82) A final dividend of 10 cents per share on the ordinary shares of the Company, 2069 and fully paid up shares of all classes in the same amount.
(83) A final dividend of 10 cents per share on the ordinary shares of the Company, 2070 and fully paid up shares of all classes in the same amount.
(84) A final dividend of 10 cents per share on the ordinary shares of the Company, 2071 and fully paid up shares of all classes in the same amount.
(85) A final dividend of 10 cents per share on the ordinary shares of the Company, 2072 and fully paid up shares of all classes in the same amount.
(86) A final dividend of 10 cents per share on the ordinary shares of the Company, 2073 and fully paid up shares of all classes in the same amount.
(87) A final dividend of 10 cents per share on the ordinary shares of the Company, 2074 and fully paid up shares of all classes in the same amount.
(88) A final dividend of 10 cents per share on the ordinary shares of the Company, 2075 and fully paid up shares of all classes in the same amount.
(89) A final dividend of 10 cents per share on the ordinary shares of the Company, 2076 and fully paid up shares of all classes in the same amount.
(90) A final dividend of 10 cents per share on the ordinary shares of the Company, 2077 and fully paid up shares of all classes in the same amount.
(91) A final dividend of 10 cents per share on the ordinary shares of the Company, 2078 and fully paid up shares of all classes in the same amount.
(92) A final dividend of 10 cents per share on the ordinary shares of the Company, 2079 and fully paid up shares of all classes in the same amount.
(93) A final dividend of 10 cents per share on the ordinary shares of the Company, 2080 and fully paid up shares of all classes in the same amount.
(94) A final dividend of 10 cents per share on the ordinary shares of the Company, 2081 and fully paid up shares of all classes in the same amount.
(95) A final dividend of 10 cents per share on the ordinary shares of the Company, 2082 and fully paid up shares of all classes in the same amount.
(96) A final dividend of 10 cents per share on the ordinary shares of the Company, 2083 and fully paid up shares of all classes in the same amount.
(97) A final dividend of 10 cents per share on the ordinary shares of the Company, 2084 and fully paid up shares of all classes in the same amount.
(98) A final dividend of 10 cents per share on the ordinary shares of the Company, 2085 and fully paid up shares of all classes in the same amount.
(99) A final dividend of 10 cents per share on the ordinary shares of the Company, 2086 and fully paid up shares of all classes in the same amount.
(100) A final dividend of 10 cents per share on the ordinary shares of the Company, 2087 and fully paid up shares of all classes in the same amount.
(101) A final dividend of 10 cents per share on the ordinary shares of the Company, 2088 and fully paid up shares of all classes in the same amount.
(102) A final dividend of 10 cents per share on the ordinary shares of the Company, 2089 and fully paid up shares of all classes in the same amount.
(103) A final dividend of 10 cents per share on the ordinary shares of the Company, 2090 and fully paid up shares of all classes in the same amount.
(104) A final dividend of 10 cents per share on the ordinary shares of the Company, 2091 and fully paid up shares of all classes in the same amount.
(105) A final dividend of 10 cents per share on the ordinary shares of the Company, 2092 and fully paid up shares of all classes in the same amount.
(106) A final dividend of 10 cents per share on the ordinary shares of the Company, 2093 and fully paid up shares of all classes in the same amount.
(107) A final dividend of 10 cents per share on the ordinary shares of the Company, 2094 and fully paid up shares of all classes in the same amount.
(108) A final dividend of 10 cents per share on the ordinary shares of the Company, 2095 and fully paid up shares of all classes in the same amount.
(109) A final dividend of 10 cents per share on the ordinary shares of the Company, 2096 and fully paid up shares of all classes in the same amount.
(110) A final dividend of 10 cents per share on the ordinary shares of the Company, 2097 and fully paid up shares of all classes in the same amount.
(111) A final dividend of 10 cents per share on the ordinary shares of the Company, 2098 and fully paid up shares of all classes in the same amount.
(112) A final dividend of 10 cents per share on the ordinary shares of the Company, 2099 and fully paid up shares of all classes in the same amount.
(113) A final dividend of 10 cents per share on the ordinary shares of the Company, 2100 and fully paid up shares of all classes in the same amount.
(114) A final dividend of 10 cents per share on the ordinary shares of the Company, 2101 and fully paid up shares of all classes in the same amount.
(115) A final dividend of 10 cents per share on the ordinary shares of the Company, 2102 and fully paid up shares of all classes in the same amount.
(116) A final dividend of 10 cents per share on the ordinary shares of the Company, 2103 and fully paid up shares of all classes in the same amount.
(117) A final dividend of 10 cents per share on the ordinary shares of the Company, 2104 and fully paid up shares of all classes in the same amount.
(118) A final dividend of 10 cents per share on the ordinary shares of the Company, 2105 and fully paid up shares of all classes in the same amount.
(119) A final dividend of 10 cents per share on the ordinary shares of the Company, 2106 and fully paid up shares of all classes in the same amount.
(120) A final dividend of 10 cents per share on the ordinary shares of the Company, 2107 and fully paid up shares of all classes in the same amount.
(121) A final dividend of 10 cents per share on the ordinary shares of the Company, 2108 and fully paid up shares of all classes in the same amount.
(122) A final dividend of 10 cents per share on the ordinary shares of the Company, 2109 and fully paid up shares of all classes in the same amount.
(123) A final dividend of 10 cents per share on the ordinary shares of the Company, 2110 and fully paid up shares of all classes in the same amount.
(124) A final dividend of 10 cents per share on the ordinary shares of the Company, 2111 and fully paid up shares of all classes in the same amount.
(125) A final dividend of 10 cents per share on the ordinary shares of the Company, 2112 and fully paid up shares of all classes in the same amount.
(126) A final dividend of 10 cents per share on the ordinary shares of the Company, 2113 and fully paid up shares of all classes in the same amount.
(127) A final dividend of 10 cents per share on the ordinary shares of the Company, 2114 and fully paid up shares of all classes in the same amount.
(128) A final dividend of 10 cents per share on the ordinary shares of the Company, 2115 and fully paid up shares of all classes in the same amount.
(129) A final dividend of 10 cents per share on the ordinary shares of the Company, 2116 and fully paid up shares of all classes in the same amount.
(130) A final dividend of 10 cents per share on the ordinary shares of the Company, 2117 and fully paid up shares of all classes in the same amount.
(131) A final dividend of 10 cents per share on the ordinary shares of the Company, 2118 and fully paid up shares of all classes in the same amount.
(132) A final dividend of 10 cents per share on the ordinary shares of the Company, 2119 and fully paid up shares of all classes in the same amount.
(133) A final dividend of 10 cents per share on the ordinary shares of the Company, 2120 and fully paid up shares of all classes in the same amount.
(134) A final dividend of 10 cents per share on the ordinary shares of the Company, 2121 and fully paid up shares of all classes in the same amount.
(135) A final dividend of 10 cents per share on the ordinary shares of the Company, 2122 and fully paid up shares of all classes in the same amount.
(136) A final dividend of 10 cents per share on the ordinary shares of the Company, 2123 and fully paid up shares of all classes in the same amount.
(137) A final dividend of 10 cents per share on the ordinary shares of the Company, 2124 and fully paid up shares of all classes in the same amount.
(138) A final dividend of 10 cents per share on the ordinary shares of the Company, 2125 and fully paid up shares of all classes in the same amount.
(139) A final dividend of 10 cents per share on the ordinary shares of the Company, 2126 and fully paid up shares of all classes in the same amount.
(140) A final dividend of 10 cents per share on the ordinary shares of the Company, 2127 and fully paid up shares of all classes in the same amount.
(141) A final dividend of 10 cents per share on the ordinary shares of the Company, 2128 and fully paid up shares of all classes in the same amount.
(142) A final dividend of 10 cents per share on the ordinary shares of the Company, 2129 and fully paid up shares of all classes in the same amount.
(143) A final dividend of 10 cents per share on the ordinary shares of the Company, 2130 and fully paid up shares of all classes in the same amount.
(144) A final dividend of 10 cents per share on the ordinary shares of the Company, 2131 and fully paid up shares of all classes in the same amount.
(145) A final dividend of 10 cents per share on the ordinary shares of the Company, 2132 and fully paid up shares of all classes in the same amount.
(146) A final dividend of 10 cents per share on the ordinary shares of the Company, 2133